PRINTE

A JOURNAL FOR ADVERTISERS 185 Madison Avenue, New York City

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Behind the Scenes

'HE theatrical performance can achieve success only by dint of industrious rehearsals, the toiling of a corps of stage hands and a minutely studied costume and make-up on the part of each actor.

In much the same way a national advertising campaign must represent detailed and prolonged preliminary work if its effectiveness is to be complete. We have done this kind of a job for our client, Cannon Mills, Inc., New York City.

Before they started to advertise, Cannon Mills, Inc., made about half of the huck and turkish towels used in this country. For three years now, advertising prepared by Advertising Headquarters has sold branded Cannon towels to the trade.

To-day, there is a national distribution of these branded towels. It is evidence that our work "behind the scenes" has been well done.

All is set for the curtain to go up. Consumer advertising on Cannon towels begins in May.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

NEW YORK BOSTON

PHILADELPHIA

CHICAGO SAN FRANCISCO

'ELECTRIFIED' FARMS



*Prairie Farmer, Chicago

American Agriculturist

The Farmer's Wife

Progressive Farmer

Birmingham, Raleigh, Memphis, Dallas

Pacific Rural Press ·

The Farmer, St. Paul

The Breeder's Gazette

Established 1881

Hoard's Dairyman

Established 1870
The Nebraska Farmer

Established 1859

Wallaces' Farmer
Established 1895

Wisconsin Agriculturist

HE NEXT IMPORTANT step forward in the march of agricultural progress is the full utilization of electricity on the farm.

The National Electric Light Association in co-operation with other agencies is undertaking a nation-wide survey of the present and future needs of the farmer for electric power.

HUNDREDS OF THOU-SANDS of farms now have electric lights and power plants or are supplied from central power stations.

THERE IS NOW

a big rural market for

Electrical Appliances Lighting Fixtures Motors, Batteries Sewing Machines Washing Machines Vacuum Cleaners Radio Outfits

Broadcast your advertising thru "SFP"

TANDARD FARM PAPER

Two Million Farm Families "Listen In"

Western Representatives: STANDARD FARM PAPERS, INC. Wallace C. Richardson, Mgr. 1100 Transportation Bidg. Chicago WALLACE C. RIGHARDSON, INC.
95 Madison Ave.
New York City

*Through an oversight this paper was omitted from our April 10th advertisement.

Issu Pub June Voi

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PRINTERS' INK

Issued weekly. Subscription \$3.00 per year. Printers' Ink Publishing Company, Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the postoffice at New York, N. Y., under the Act of March 3, 1879.

Vol. CXXVII

NEW YORK, APRIL 24, 1924

No. 4

Handling Distribution by Zones

How Leading Manufacturers Fill Vital Merchandising Need by Warehousing Reserve Stock at Strategic Points

By G. A. Nichols

If multiplied turnover is such a good thing for makers, distributors and retailers of merchandise, why is it not universally practiced? Who or what is responsible when retailers are overloaded in such a way that turnover to them is merely a theoretical something to be dreamed over and talked about?

Questions such as these have been asked repeatedly since the appearance of an article in the January issue of PRINTERS' INK MONTHLY taking the stand that a large percentage of present dealer mortality could be prevented if dealers could be induced to buy

their goods in proper quantities. "It seems to me," suggests a Wisconsin retailer, "that the whole trouble lies in faulty distribution. If we have a steady demand for a certain article we never want to be without it. In that case we should be losing profitable business created for us by the manufacturer's advertising and our own skill and ability in connecting up with it. We may have to buy a month's supply or more of that article so as to be sure always to have it on hand. And because we cannot gauge the advance demand accurately we have to take a chance and buy in quantities. Sometimes we guess right and again we do not.

"I have heard it suggested that jobbers' and manufacturers' salesmen are pretty much to blame for overloading the retailer and thus preventing him from working the

turnover principle as it should be worked. This is true to a limited extent. Hard working salesmen, eager to meet quotas and other requirements, sometimes are too energetic in urging quantity purchases. But it must be remembered that it takes two to make a bargain. When the retailer buys too much he does so, not because the salesman wants him to buy, but to protect himself against possible delays and disappointments in obtaining the goods. This feature, and not the quantity price, is the thing that induces the retailer to overbuy-particularly in the case of well advertised, quickmoving merchandise."

It long has been the fashion, as has been said before in these pages, for the retailer to try to shunt upon the manufacturer or jobber the whole burden of his existence. If the chain stores or the retail mail-order houses undersell him on a line of goods, he has been in the habit of calling upon the manufacturer or jobber to reduce the price of those goods to him so he could meet competition. He has even demanded that manufacturers refuse to sell to mailorder houses and chain stores, so that competition of the kind would not exist. It is not surprising, therefore, to have retailers put this turnover proposition squarely up to the manufacturer.

The retailer goes entirely too far in many of his demands. He cannot be carried to satisfactory profits "on flowery beds of ease"

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which the old Methodist hymn suggested was no way at all to expect to be carried to the skies. He has plenty to do in co-operation with the manufacturer. Otherwise the matters of good merchandise and forceful advertising are not going to amount to a great deal so far as he is concerned.

But the turnover proposition is different. Here is something that has got to be put up to the manufacturer because he absolutely is the only one who is capable of

solving it.

It is all well and good to preach to the retailer about the folly and sinfulness of overloading and to put before him the indisputably sound doctrine that ten dollars' worth of merchandise turned ten times within a given space of time means more profit than a hundred dollars' worth turned once. But what good is the preaching going to do unless the retailer can get the merchandise when he wants it and in the quantities he needs to carry out the precepts set before him?

Somebody has got to be responsible for getting the merchandise within easy reaching distance of the retailer, carrying the financial burden and undergoing the nec-

essary risk.

The whole thing, then, becomes a selling proposition that goes hand in hand with distribution. In fact the distribution part has

to be done first.

And let it be set down right here that merely arranging to distribute through jobbers does not fill the need by any manner of means. The jobber is, or may be, a help. But the manufacturer has got to go much farther than that if he is really going to put turnover within the reach of the retailer—something that he and no-body else can do.

Some of the largest and most important manufacturers of the country have been giving this subject serious attention during the last year or two. They have finally convinced themselves that not in a thousand years can the retailer be trusted or enabled to do this

big thing for himself. The outcome is that today a real revolution in selling and distribution (how many merchandising revolutions there are working out right now before practically unseeing eyes!) is being accomplished on these four main principles:

(1) There must be some organized effort made to land the goods at their approximate destination before sale to the retailer.

(2) Retailers must have goods on hand.

(3) When there is a heavy advertising expenditure, goods must be kept continually on the retailer's shelves to cash in on it, or

a good part of it will go to waste.

(4) Turnover for the manufacturer's stock is of just as much importance as is turnover for a jobber or retailer. And if, arising out of the failure of some manufacturers to proceed along these lines, the retailer suffers, he may extract what comfort is possible from the fact that the manufacturer suffers still more.

THE NEW IMPORTANCE OF THE WAREHOUSE

The manufacturers referred to are striving to establish the four principles through locating spot stocks at various markets over the country so that the jobber and the retailer can cut down on the size of their orders and obtain the merchandise they need week by week and almost day by day. The big thing is being accomplished through extension of the branch house system and the use of public warehouse facilities. Warehousing of reserve stocks of goods has grown during the last three or four years at an amazing rate. Yet the growth has been so utterly devoid of noise that many manufacturers have not yet learned to recognize it as an aid to selling on an intelligent basis that means sufficient turnover and correspondingly larger profits to the manufacturer, the jobber and the re-

"The great importance of the warehouse is being recognized now more than ever," J. A. Gerlin, traffic manager of the Bon Ami 024

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Ami



The deeper you go into the country towns the larger looms the Christian Herald as a National Force.

In the villages nearly every successful business man is an active church member.

> How does your product stand among these "best customers"?

Christian Herald

"In small towns where church homes dominate"

Present circulation 25,000 in excess of guarantee

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Company, tells PRINTERS' INK, "but it is a fact nevertheless that the warehouse industry has not sold itself to the extent which it might. Manufacturers have been compelled more or less, to find out for themselves the merits of this method of distribution."

The whole question is a rather disconcertingly big one. But, according to the experiences of manufacturers Printers' Ink has interviewed, if there is a real beginning it is just that the manufacturer must so arrange distribution that the retailer may purchase goods when he wants them and in the quantities he needs and that he may always have fresh merchandise in his stock. course the sales effort required to do such a thing is a long story in itself. But back of it all must be adequate physical arrangements or the sales effort will be of little avail. Under the circumstances it is not too much to say that dis-tribution of the kind just mentioned is the most important sales element having to do with the turnover problem.

There are a half dozen methods of physical distribution adaptable to one business or another and public warehouse figures prominently in all of them. The manufacturer of a nationally used product who sells through retailers if he wants his distribution to be scientifically correct, must have a stock in practically every important town or city in the country and must be ready to deliver at his own expense from his depots to retail stores virtually upon call.

What is meant here can be illustrated by the distribution methods of the Coca-Cola Company. Coca-Cola has fourteen factories distributed so as to cover its widespread markets. Its factories are supplemented by warehouse facilities in the leading towns of the country. Then come 2,000 jobbers representing every community of importance. These, with 1,161 bottlers are able to supply Coca-Cola to 105,000 retail dealers practically on the day it is ordered. What this

means to turnover needs no exposition here to prove.

According to the experiences of concerns such as the Lever Brothers Company, Cambridge, Mass., if the distribution is going to be ideal from the standpoint of turnover, comparatively few orders outside the city in which the plant is located may be shipped from the plant itself. In fact, the word "shipped" in this connection is erroneous. It is better to say "delivered." Much experimenting has shown that if the jobber system is not used it takes about 200 major warehouse stocks and any number of smaller ones to do the trick successfully—that is, if it is ever done successfully from the standpoint of the retailer.

DIFFERENCE BETWEEN JOBBER AND WAREHOUSE DISTRIBUTION

The manufacturer who distributes through jobbers can get along with a much smaller number of warehouse stocks under his own control, because theoretically every jobber is a depot for his merchandise. To go back to the Coca-Cola Company, this concern has got such an efficient distribution system with its factories, jobbers and bottlers that it gets along with only nineteen major warehouse stocks. In general it may be said—and this represents the composite view of manufacturers who know what they are talking about -if a product allows the jobber a decent margin of profit the country can be covered with from twenty-five to fifty warehouse stocks, depending upon various conditions. The main difference between distributing through the jobber and the warehouse is that the manufacturer usually sells the goods to the jobber outright, whereas he merely sends them to the warehouse to be stored subject to his order. When he receives a call for merchandise from a jobber or retailer in the district where the warehouse is located, the order is filled from the warehouse stock, thus saving the delay that would be occasioned by shipping the merchandise from its source.

(Continued on page 189)



"Ever been pinched, Walt?"

"Nope-why?"

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"Oh, I was just thinking that with a sporty bus like that you probably wouldn't be obstructing traffic much."

"Well, I'm not pushing anybody off the road, either. Or beating trains to crossings. And any cop that times me is going to be disappointed. Some fellas may think it's smart to get pinched—but I think it's pretty dumb, don't you?"

When all the world is joined in a wailing chorus proclaiming the lawlessness of youth, half a million future citizens are learning respect for law through the stories and articles in

AMERICAN BOY

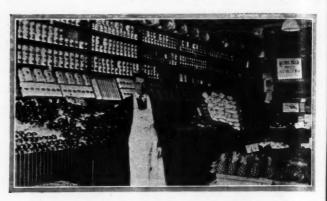
Averaging 15½ to 16 years old, these boys are at the character-forming age. Without preaching, without moralizing, solely through the vise-like grip of the intense interest it arouses, THE AMERICAN BOY molds these plastic characters into good Americans. It gives them the sense of proportion and responsibility that understands the purpose of laws, and the necessity for observing them. Self-respect, not fear, is the emotion appealed to.

American customs, traditions, institutions, achieved through self-government and self-regulation, may be safely entrusted to men who have been guided through boyhood and adolescence by the steadying and inspiring influence of THE AMERICAN BOY.

THE SPRAGUE PUBLISHING COMPANY

Lafayette Boulevard (Member A. B. C.)

Detroit, Michigan



New grocery and fruit store at 3222 North Clark Street, Chicago

Would a new store automatically stock your product?

In Chicago recently a new, independent neighborhood grocery store was opened. Among the initial supplies were stocks of the following products:

Aunt Jemima Pancake Penick Syrup Flour Fleischmann's Yeast Libby's Products Log Cabin Syrup Lux

Rinso Brer Rabbit Molasses
Cream of Wheat
Flictory

Sun-Maid Raisins
Swift's Oleomargarine
Swift's Promise Swift's Premium Bacon Swift's Premium Ham Swift's Sunbrite Cleanser Yuban Coffee

All these products are advertised by the I. Walter Thompson Company.

Most grocery stores that have been in business any length of time carry them. The initial order of a new, shrewd store, however, is very significant.

The opening of a new grocery store involves a considerable outlay in rent or purchase money, repairs or building, and new fixtures. A new proprietor is extremely conscious of the cost of all these items. On his initial stock of merchandise he must, therefore, get his money back at the earliest moment.

At such a time he takes no chance of tying up money in unknown products, as he might do on speculation at some later date. His initial stock of supplies will be made up of sure sellers—articles he knows his customers will demand or accept without question.

In the grocery, hardware, drug, dry goods, mechanical, and many other fields, it has been the privilege of the J. Walter Thompson Company to assist in building the reputation of products up to a point of leadership where they are automatically listed in the *initial* order of new stores.

We shall be glad to discuss similar opportunities for their products with manufacturers in any line.

J. WALTER THOMPSON COMPANY

Advertising

NEW YORK

CHICAGO SAN FRANCISCO BOSTON

CINCINNATI

LONDON

Beware of the Business Muckraker!

So for Safety Sake Advertise-For a Satisfied Customer May Be a Bitter Enemy

By Amos Stote

LET big business begin as it will, it grows through advertising, endures through being known, is stabilized through being understood. The degree to which it is understood represents the degree of its stability so far as public opinion is concerned. And public opinion can wield a wicked

influence.

Big business, on the whole, has been advertising for a considerable period with considerable consistency-for the purpose of making sales. Much of big business has apparently believed the making of sales its entire advertising need. It has overlooked the fact that a satisfied customer may be a bitter enemy. Socialists loll in railway coaches, anarchists smack their lips over beef dressed by packers, communists ride in motor cars built of steel and fueled by corporations against which they vituperate-and the average, casual citizen accepts all the favors of big business while envy makes him critical of every industry which rises above the level of little business.

Now, more than ever before, big business needs to advertise because it needs to educate. It needs to tell with frank clarity the story of its vast service-rendering capacity. There are specific reasons why big business needs to advertise, to educate, now more than ever before. These reasons have been accumulating during the last ten years. They have come to a head with disclosures at Washington which have been

painfully well exploited.

The majority of people are always mistrustful of big business. This is due to a combination of envy and of ignorance. Some members of the big business group attempted to relieve this situation. so far as they were individually concerned, a few years ago by engaging in what was termed "institutional advertising."

The idea was good but the execution was usually bad. Instead of educating the public to appreciate the benefits it derived from the services of the institutionally advertised concerns, the text was devoted lauding to founders, high-spirited eulogizing executives, or to quoting statistics of plant size and product output.

INSTITUTIONAL ADVERTISING BANNED

Naturally the mention of institutional advertising was soon banned, and damned, for the simple reason that those who banned the term had been the ones who had damned the results. If words mean anything, then those who thought they had been engaged in institutional advertising, had not. Institutional advertising is the making known to the public the fact that the institution employing such advertising is also employed in rendering a highly organized and economic service of direct and expressible results of benefit to the public. Institutional advertising is not laudation, exoneration, defense or praise. It is the clear expression of why an institution exists; and if it exists for any other purpose than to render the best possible service in return for a fair profit, it had best refrain from advertising of all kinds, for its evil deeds will soon give it all the publicity it does not want.

As perfect an example of what constitutes institutional advertising as this generation can discover, and which has been in operation for nearly a generation, is that consistently conducted by

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5 Years of Change in Des Moines

Five years ago The Des Moines Evening Tribune had 12,522 less circulation than The Des Moines Capital. Today The Evening Tribune leads The Capital by 5,082.

In 1919, the combined circulation of The Morning Register and The Evening Tribune was 50,962 greater than The Capital. Now it is 82,328 greater.

As reported to the U.S. Postoffice.

Net paid averages
6 months ending March 31, 1924

Daily Issues

Des Moines Register and Tribune	
(Morning 77,276, Evening 66,735)	144,011
Des Moines Daily Capital	61,683
Des Moines Daily News	27,963

Sunday Issues

Des	Moines	Sunday	Register	132,593
		-	Capital	27,895

The Des Moines Register and Tribune is represented in New York by I. A. Klein, 50 E. 42nd St.; in Chicago by Guy S. Osborn, Inc., 360 N. Michigan Ave.; in Detroit by Jos. R. Scolaro, Ford Bidg.; in St. Louis by C. A. Cour, Globe-Democrat Bidg.; in San Francisco by R. J. Bidwell Co., 742 Market St.; in Los Angeles by R. J. Bidwell Co., Times Bidg.

American Telephone and Telegraph Company. An official of a New York bank, a bank which has been rated as the largest in the world, has said concerning this advertising: "It must certainly be the most widely read of all advertising, especially by investors, for it never fails to carry definite information regarding the company's service. I have frequently heard telephone shareholders speak of following these advertisements for the purpose of being, and keeping, acquainted with their investment holdings."

But the American Telephone and Telegraph Company's advertising does much more than inform investors, though the educating of this multitude of people would be ample justification for its consistent and intelligent program. The advertisements have a direct and active influence over the loyalty of its great army of employees, many thousands of whom are also stockholders. By words and pictures the impor-tance of their work is explained and emphasized. That is why there is hardly a day goes by without one or a dozen telephone employees, frequently girls, per-forming some heroic service in some part of the country, a service which saves lives and property. And these advertisements which inform the investor, inspire the employee and set standards for control have kept the whole public intelligently informed of what the company is doing to serve it.

What the telephone has done insurance, finance, railways, oil. electricity, packers, steel, and many other organized functions of our economic life can do. In fact all institutions which have become such powers as to have a direct influence over the mode of living of our people can, and should, make known the benefits they provide the public through their services. Most of our great institutions, as institutions, are unknown to the public. The people give them passing patronage without appreciation, without loyalty or any desire to defend them against the political or antipolitical voices which are likely again to be raised in denunciation of "vested interests." And this danger is not imaginary.

The resistance which has usually been experienced when educational advertising has been proposed to advertisers has come chiefly through failure to understand its capacity to serve sales actually engaged in a This does not broader effort. mean that educational advertising can necessarily generate immediate sales, such as is possible with the "go-getter" type of text; yet no one can deny that messages which gain public respect and appreciation are lacking in sales value.

THE OPPORTUNITY FOR INSURANCE ADVERTISING

If some of the great corpora-tions engaged in life insurance would not give all their advertising concern to scaring people into taking out policies; but, like the Metropolitan Life Insurance Company, would present, subject by subject, the vast services life insurance has rendered the noble causes of increasing health, prolonging life, lengthening years of efficiency and so adding to the independence and prosperity of workers; if they did this, who could deny that they would win a public confidence they do not now possess? And fire insurance has an equally strong and dramatic story to tell of its service to property conservation.

If packers would tell, as Swift has done in some degree, what they have done to improve the quality and taste of the meats they sell, how their representatives travel thousands of miles in quest of sheep and cattle herded on distant prairie and mountain slope, how they have developed standards which make ranchers more careful in breeding, feeding, housing and shipping their stock, how they have developed both the science and industry of packing; if they did this, do you think the periodic outcrys against them would travel very far?

If steel told what it does every
(Continued on page 147)

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Wiscon

Milwaukee-First City In Diversity Of Industry

More For Your Money—

National advertisers who are now using space in The Milwaukee Journal are getting an even better value than in past years. The Journal's large increase in circulation in the first 3 months of 1924 is shown in the tabulation below. This gain brings approximately 100,000 new Sunday readers and 40,000 new daily readers within your reach in addition to the half-million people who read The Journal regularly in 1923.

Journal Circulation Gain-First 3 Months-1924.

The Journal Net Paid Average March 1924. Daily 128,405 Sunday 124,525

The Journal Net Paid Average Year 1923. Daily 120,001 Sunday 103.143

The Journal Three Months Net Gain Over 1923 Average Daily 8,404 Sunday 21,382

Increasing preference for The Journal during this same three months, by local and national advertisers, proves that they have realized the increased results that the big gains in Journal daily and Sunday circulation made possible.

Here is how they placed their advertising in the three Milwaukee papers in the first three months of 1924.

Total Advertising Lineage-3 Milwaukee Newspapers-January 1 to March 31, 1924.

The Journal 4,150,191

Second Paper 1,962,134

e

Third Paper 1,453,728

The Milwaukee Journal

FIRST-by Merit

Wisconsin-First State In Value Of Dairy Products

Circulation

"Buy It ... by

CIRCULATION is Power! All things being equal, the manufacturer who buys the greater circulation in a fertile market, buys the greater Power... And can rightly expect greater sales.

Chicago Herald

... Is Power!

the Million"

In the Chicago Territory there is only one newspaper that offers over a million Sunday circulation. Such circulation generates tremendous sales Power! It is concentrated in the Chicago Sunday Herald and Examiner.

In the Chicago Territory...
"Buy It by the Midion"

and Examiner

SAN FRANCISCO: Monadnock Bldg.

Advertising Under Test Conditions in Chicago

Advertising is made profitable to an unusual degree in Chicago by The Chicago Daily News which offers the advertiser opportunity of conducting his campaign under circumstances approximating "laboratory conditions."

His advertising expenditure is concentrated almost wholly upon his immediate market—the area necessarily cultivated by his sales force as a unit. The 94% concentration of The Daily News circulation in Chicago and suburbs assures that.

He thoroughly covers the "advertisers' market"—the great majority of financially competent citizens of Chicago. This is assured by the 400,000 circulation of The Chicago Daily News and its reading in nearly every worth while home in Chicago by the various members of the family.

His advertising is placed side by side with the bulk of the advertising of local merchants in the medium to which the buying public of Chicago habitually looks for merchandise news that is essentially complete.

THE CHICAGO DAILY NEWS

First in Chicago

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Slogans Aren't Clever Inventions – They Grow

How Kuppenheimer, Wrig'ey, Johnson & Johnson, Stein and Oher Advertisers Developed Their Slogans as Part of a Definite and Consistent Business Policy

By Roy Dickinson

SLOGANS are curious things. Made part of a consistent advertising and merchandising policy, they may come to stand in the mind of buyers for definite products and so become extremely valuable. They also have been known to mislead many a manufacturer who has long been thinking of advertising, into a totally wrong conception of what advertising is and what it can do for his business.

An old-line manufacturer, who has seen some younger competitor start to register a name, trademark and product upon the map of American public opinion, has at first laughed at the newcomer's efforts and then later has been impressed by them. Probably it took the new man four or five years before his advertising and new sales methods made him a profit. Eventually, after the inof several hundred vestment thousand dollars and a great deal of grief, the manufacturer of a pair of shears, let us say, makes the slogan, "It cuts like a diamond" stand for something in the minds of a certain percentage of buyers of shears in the United States

Another manufacturer is very apt to go to an advertising agency and insist that it get him up a slogan as good as "It cuts like a diamond." He thinks that it is the slogan that he wants. In reality it is the consistent sales and advertising policy of his competitor which he is trying to get, all in a moment. He forgets entirely that advertising takes time as well as money. He overlooks the fact that he is trying to grab off in one minute a thing which has taken years to put over. He thinks he wants a slogan. What he tries to get in a very short time is the ability and courage of the other man to talk about some one thing he makes until he has identified it in the public mind with his product.

Most slogans which have, after a certain period of time, been made to represent real value because of this association of ideas, have come about, not out of a clear sky or from a group of men sitting around a table and deciding upon a "clever slogan," but as a by-product of a consistent advertising and merchandising policy.

THE EVOLUTION OF A WELL-KNOWN SLOGAN

Let us look for a moment at some of the slogans which have come to occupy such a position in modern merchandising and see how they came about. Take, for example, the House of Kuppenheimer's slogan, "An Investment in Good Appearance." Here is an example of a slogan which gets over a certain thought about the product the company makes. It was not conceived in a deliberate effort to adopt a slogan, nor was it thought out as an instrument merely to supplement the com-pany's advertising. It was lifted without change from the body of an advertisement written for the product simply because it seemed to sum up the case for the product in a few simple words.

The company had the problem, as do many others that put their name and reputation behind what they make, of keeping up standard of quality in the face of rising cost of material and labor. As the increased retail selling price of the product led to more consumer sales resistance, the product was represented by an added sales argument—that it

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was an investment in good appearance.

Two pieces of copy now running, illustrate the way the company has made use of this slogan. An extract from one of these advertisements says, "The old way you simply bought a suit or an overcoat. The new way you make an investment in good appearance." In another piece of copy the company says, "The only clothes in America designed, tailored and sold as a safe and sound investment in good appearance." The original advertisement from which a few words were taken out as a new selling point, and eventually a slogan, was written some five years ago. The company has used this slogan ever since and has put money behind it. The fact that the entire clothing industry is now sponsoring a pride - in - appearance movement, which is merely a variation of the principle expressed in the slogan, indicates one of the most important things to think about in selecting one. Does it represent a definite idea of the product? it a real talking point?

Another example of an added feature which contains part of the sales argument for the product, and eventually became a slogan, is that of A. Stein & Company, makers of the Paris Garter. Years ago a man's garter was a contraption of strings and metal parts. When the Paris Garter was introduced the main selling argument was the innovation that no At the metal touched the skin. start Paris Garters were advertised with the slogan "No metal This phrase touches the skin." went through a process of evolution until finally the present slogan, "No metal can touch you" was adopted and consistently advertised. This company, as so many other companies have done, has from time to time incorporated special selling slogans over a period of a year to reinforce and vitalize the old slogan and its consistent advertising campaign. Such slogans are: "Men of America, Paris Garters are made for you," "Three thousand

hours of solid comfort" and the present selling slogan, "Time for a fresh pair." During all this time, however, the slogan which started as a sales feature has consistently been advertised and is at the present time definitely associated in the minds of millions of men with the company's product.

COMPANY HISTORY MADE SLOGAN

The slogan of the Hamilton Watch Company went through a similar process of evolution. In the early days almost the entire output of the Hamilton Watch factory was purchased by railway men. It was necessary for men in the railroad business to have a watch of accurate performance in order to help them in properly timing their trains and keeping their schedules on the minute. A great amount of word advertising from one railroad man to another introduced the watch to other railroad men. Thus, back in 1893 the Hamilton watch was pushed by its friends to others who needed an accurate timepiece.

When national advertising was started it was natural for the company to cash in upon the endorsement of men to whom accuracy was so vital a quality. In an attempt to put this story into a few words the first slogan, "The railroad timekeeper of America," was coined and used for a number of years. When the company began making twelve size watches, which is the size generally known as the pocket watch, it was deemed advisable to change the slogan because the former one applied mainly to watches of the sixteen size; the sort railroad men carry. Consequently the company's slogan was changed to "The watch of railroad accuracy." The phrase, which seemed to sum up the endorsement of a valuable body of consumers in a few simple words, has been used in national advertising for the past ten years or more. The old slogan is still used whenever the company mentions Hamilton watches railroad grade.

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slogans have appropriately come as the result of suggestions from consumers. No one is in a better position to appreciate the real talking points about a product than the person who uses it.

These points are in the language of plain folks when the consumer talks of them, and so have a real appeal to the millions.

An unusual example of a slogan which came from the people is that one made famous by the Florence Manufacturing Company: "A clean tooth never decays." It came to the company in this manner. About fourteen years ago the Health Department of New York City asked the school children of the city to write an essay on the care of the teeth.

In one of the essays the sentence appeared, "A clean tooth never decays." The whole essay and this sentence in particular so impressed the head of the Board of Health that he wrote to the makers of the Prophylactic Tooth Brush and suggested that they might wish to make some use of it. The company liked it so well that they sent the girl-author a gold piece and soon after adopted her sentence as a slogan which appeared both on the boxes and the brush itself. Rather a different method of securing a slogan from that so often described by the young intellectuals in their novels when a pall of tobacco smoke screens seven earnest thinkers with hand on brow as they concentrate to get a "clever

The Beech-Nut Packing Company has always had the problem of bringing home to consumers the fact that special attention as to the selection, curing, smoking and packing, of its bacon and other food products, which adds to their flavor also adds unavoidably to the cost at the retail counter. Beech-Nut products displayed in the dealer's store next to a product which looks somewhat similar but without the flavor, the care or the slightly higher price, needs something to answer the unasked inquiries in the consumer's mind as to why it

is somewhat higher in price. The company's slogan: "You can't mistake the flavor" seems to have an appropriate application and an answer to the question in a consumer's mind before it is asked at the dealer's counter. Here again the slogan is part of a definite production, sales and advertising policy in which the company has long been consistent.

The slogan of Johnson & Johnson, manufacturers of surgical dressings, medicinal plasters and toilet specialties, has also a definite bearing upon the com-pany's policy in relation with its Back in 1916 distributors. company decided to do something in its national advertising to counteract influences which had been undermining the public appreciation of the professional character of the retail drug store. The first form of this was an announcement in the company's magaadvertising which "Your druggist can supply you. We direct you to a drug store because a good drug store is a wonderful convenience and protection to any community and

merits your support."

The retail druggist who has become accustomed to announcements of manufacturers warning the public to beware of substitutes and unscrupulous dealers, welcomed this new kind of advertising. So many letters of en-

welcomed this new kind of advertising. So many letters of encouragement were received by the company that the druggists' tributes have since formed a definite part of every Johnson & Johnson advertisement. thought back of the slogan and the company's subsequent advertising was the fact that the druggist, who distributed the company's product, was not ordinary merchant in the narrow meaning of the word, but scientifically trained and college bred. He was a professional man whose knowledge particularly qualified him to render a service which could not be obtained elsewhere. A large electric sign over the company's office building at New Brunswick, N. J., was erected in 1920. This sign, 115 feet long by 411/2 feet high, which requires

to

5,530 lamps to illuminate it, had to carry the thought in fewer words. When putting up the sign the longer message was, there-fore, condensed to this single, easily remembered sentence: "Your druggist is more than a merchant." A great deal of favorable comment was aroused by this sentence, so that it was adopted in the company's magazine advertising and at the specific request of the distributors themselves, was later issued in the form of window streamers, metal signs and stickers. The company realized that something was needed in addition to this to make the public do something. It was thought that after reading it the public might naturally ask, "Well, what of it?" so another phrase was added, "Try the drug store Such is the story of the origin of Johnson & Johnson's slogan which has since been endorsed by the National Associa-tion of Retail Druggists and many of the State pharmaceutical associations. As the company says, "It has made millions of people think of the drug store and the druggist in an entirely new light, and so we feel it has earned the right to be classed as a successful slogan." In this case again it will be noted that the slogan came as a result of slow evolution based upon a definite sales policy.

WRIGLEY SLOGANS

The famous slogans of the William Wrigley, Jr. Company, "The Flavor Lasts" and "After Every Meal," go back to the very early business stages of the company and were the inventions of William Wrigley, Jr., president of the company. Both, it will be noted are selling slogans. One points out a definite selling point about the product and the other is more of the reason-why slogan. Like the makers of Paris Garters, the Wrigley company has used many other timely sales slogans among which may be mentioned "Good for Teeth, Breath, Appetite and Digestion"; another "Packed Tight, Kept Right" and

one which is being used on the posters this year, "Sealed in its Purity Package."

Manufacturers who attempt to get a slogan overnight, like the two invented by Mr. Wrigley in the early days of the company, would undoubtedly be told by this persistent advertiser that the time element in his advertising has had a great deal to do with the accep ance of the slogans.

As has been pointed out previously, some of the most successful and best known slogans have come as by-products of the sales policy. A good example of this is found in the slogan of the Gulf Refining Company. "There is more power in that good Gulf Gasoline." An executive of the company heard employees at a certain service station using the phrase, "There is more power in this gasoline" as a selling argument upon motorists who drove up to the station. As it came right out of the organization's vernacular, it sounded good to the company officials. They adopted it in the advertising and it became the company's slogan. It has been used now for eight years in the advertising done by the company and thus has added to its natural growth the important item of continuous plugging.

So far as I have been able to discover none of the slogans made famous by big and well-known advertisers, has ever been dragged down out of the air by a group of clever men sitting with knotted brows around a table. In every case where the slogan has got across it has come as a result of some natural sort of evolution. either as a sales argument used by the men, a new talking point built into the product as in Paris Garters or, as in the Johnson & Johnson case, as a natural result of the evolution of a new idea added to the company's distributing policy. A successful slogan means a successful and consistent merchandising policy. Slogans are not grabbed out of the ether in a moment of jazz. They are the result of consistency, courage

and time.

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Selling Food Products in **Philadelphia**

Do most of the half a million families in and around Philadelphia go to the grocery store or butcher shop and ask for your Breakfast Food or Meat Products?

How many of the three million people in the Philadelphia district know as much about your articles as they ought to?

Are you neglecting to educate them and leaving this third largest market in America to your competitors?

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads-



Net paid circulation for six months ending March 31, 1924-

> copies a day.

The circulation of The Philadelphia Bulletin is larger than that of any other daily or Sunday newspaper published in Pennsylvania and is one of the largest in the United States.

NEW YORK 814 Park-Lexington Building (46th & Park Ave.)

CHICAGO Verree & Conklin, Inc. 28 East Jackson Boulevard

DETROIT

LONDON C. L. Weaver Mortimer Bryans Verree & Conklin, Inc. 125 Pall Mall, S. W. 1 117 Lafayette Blvd.

SAN FRANCISCO Harry J. Wittschen Verree & Conklin, Inc.

PARIS Ray A. Washburn 5 rue Lamartine (9)

681 Market St. (Copyright 1924-Bulletin Company)

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 NOV
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 DEC
 10.6%



This chart shows the per cent of the total amount of farm purchases made each month. Note the coming heavy buying months in the NATIONAL farm market.

SPENCER, IND. 116

1924

Duit Buying Summer?

Now come the best months of the year for a few wise advertisers who want to go after business when farmers have money to spend. The chart shows the buying season is here—NOW! And Farm Life's great, growing, overamillion, "truly NATIONAL," circulation will reach stock, dairy, wheat, corn, cotton, poultry and every other kind of farmer in every part of the country. Let's take advantage of opportunity—and use Farm Life.

There's a big idea for some of you in this fourth weekly bulletin. If you want "inside facts" write us or ask the Farm Life representative.

FARM LIFE PUBLISHING CO.

Wm. M. Taylor, Advertising Manager, SPENCER, INDIANA

The James M. Riddle Co. Advertising Representatives
New York Chicago Detroit Atlanta St. Louis
Kansas City San Francisco

Farm Life

Most Circulation-Most Advertising-Lowest M. RATE

If continued service depends upon results

then—the national advertisers listed below, who have been using the advertising columns of the Oklahoma Farmer-Stockman from eight to ten years, give impressive evidence that the Oklahoma Farmer-Stockman is a tested medium producing known and satisfactory results in the rich Oklahoma farm market

As these advertisers have grown, so has the circulation and prestige of OFS grown. Today the Oklahoma Farmer-Stockman carries the sales messages of these successful companies into more than half the farm homes in Oklahoma.

The following companies have been advertising in OFS for 8 to 10 years:

American Tel. & Teleg. Company (10 yrs.)
H. W. Buckbee (Seed) (10 yrs.)
Currie Wind Mill Company (10 yrs.)
Carey Salt Company (10 yrs.)
De Laval Separator Company (10 yrs.)
Geodyear Tire & Rubber Company (10 yrs.)
These & Clark (10 yrs.)
Hudson Motor Company (10 yrs.)
International Harvester Company (10)

yrs.)
The Nash Motors Co. (10 yrs.)
Moline Plow Company (10 yrs.)
E. Myers Lye Company (10 yrs.)
Nichols & Shepard (Threshing Machines) (10 yrs.)

Ottawa Mfg. Company (Fonce) (10 yrs.)
Ottawa Mfg. Company (Engine) (10 yrs.)
Pee Motor Car Company (10 yrs.)
Harold Somers (Daisy Fly Killer)
(10 yrs.)

Sears, Roebuck & Company (10 yrs.)
Successful Farming (10 yrs.)
Successful Farming (10 yrs.)
Witte Engline Works (10 yrs.)
Witte Engline Works (10 yrs.)
Willys-Overland, Inc. (10 yrs.)
American Radiator Company (8 yrs.)
Allis-Chalmers Mfg. Company (7 raetors) (8 yrs.)
Maxwell Motor Company (8 yrs.)
National Lead Company (8 yrs.)
National Lead Company (Dutch Boy
White Lead) (8 yrs.)
White Load) (8 yrs.)
Variant Gin Company (8 yrs.)
Falrbanks, Morse & Company ("2"
Engline) (8 yrs.)
Fisk Rubber Company (8 yrs.)
J. L. Stifed & Sons (Indigo Cloth)

J. L. Stifet & Sons (Indigo Cloth) (8 yrs.) Standard Sanitary Mfg. Company (Standard Plumbing Fixtures) (8 yrs.)

GE OKLAHOMA

FARMERSICHIAN

CARL WILLIAMS

Editor

Edgar T. Bell, Adv. Mgr. Oklahoma City, Okla THE OKLAHOMA PUBLISHING CO. THE DAILY OKLAHOMAN-OKLAHOMA CITY TIMES E. KATZ-SPECIAL ADVERTISING AGENCY New York Chicago Kansas City Atlanta San Francisco

THE SOUTHWEST'S GREATEST FARM JOURNAL

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The Meal Ticket of American Art

Words of Caution for Those, Who Unmindful of the Importance of Advertising to Business, Would Hinder, Impair or Destroy Outdoor Advertising

By James O'Shaughnessy

Executive Secretary of the American Association of Advertising Agencies

"IS an Assault on Advertising Under Way?" in PRINTERS' INK of April 17, 1924, contains very much food for thought.

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What may be a little outcry against a few ugly billboards may swell into an iconoclastic move-

It should always be remembered that there are those who prosper by depression.

It might be worth while in this connection to put ourselves on inquiry as to what is really back of all this virtuous protest in the name of art.

It is not in the true interest of art and it is not in the true interest of American prosperity.

Illustrated advertising is the meal ticket of American art. The Thomas Cusack Company, for instance, gives more patronage to art than all the highbrow critics in the entire country.

If the market for commercial art were suddenly withdrawn, the support which makes for the growth and development of

American art would go with it. In recent years the artistic improvement in outdoor advertising has been great enough to deserve the approbation of every true lover of art. Every year promises still higher artistic achievement in outdoor advertising and its cultural service will spread throughout the land.

The outdoor business is being more thoroughly organized with every succeeding season and every season now witnesses a finer artistic expression in that advertising medium.

The promise in this direction means that in time the streets and highways of the United States will be truly an art gallery with the works of the best artists everywhere and always within the

full vision of the American people.

The beautiful advertising pages of magazines are carrying on this work of educating the American people to an appreciation of art, unequaled by any other people or any other time.

People do not go to the art galleries in buildings. This is proved by the scant admissions to the Metropolitan Museum of Art. It is said to contain the greatest range of art treasures of any collection in the world. Admission to it is free.

The figures of a recent year show that the total admissions there were only 800,000. In the same period, more than 35,000,000 in New York City alone, paid admissions to motion picture houses.

ART MUST BE BROUGHT TO PUBLIC

This is an unpleasant but inescapable proof that art must be brought to the people. They will not go to it.

Outdoor advertising does bring art to the people. As their appreciation advances the quality of that art will advance.

Another more valuable consideration is that outdoor advertising is teaching thousands of people a knowledge of letters. It is reducing our humiliating percentage of illiteracy.

If outdoor advertising did nothing more than spread the work of the first grade in our grammar schools it should win the blessing of every kind-hearted lady in this crusade for beauty.

The attention of these ladies is called to the fact that it is more beautiful that one illiterate should be lifted up than that 1,000 of the ugliest of all the billboards should be destroyed. It is better that

25

everybody should have a prompting in art appreciation than that a very few should have their supersensibilities pampered.

This is a big country and it is for all the people and for the best interests of all rather than the particular whims of a few.

If this movement is prompted by no real concern for a wider education in art and a more nearly complete literacy, it might be turned to a consideration of our industrial welfare.

Some thought might be given by these good people to the economic reason for outdoor adver-

HELPS CREATE PROSPERITY

Every one of these criticized helps to increase number of hours of industrial employment and to increase the total of manufactures and total of sales of products and the total of dividends to factory owners.

The banker who makes a loan to the factory that needs outdoor advertising is perhaps more concerned with the existence of such advertising than he fully realizes.

If outdoor advertising is hindered or impaired the total of advertising is reduced that much, the total of industrial activity is lessened and American prosperity is irreparably damaged to that extent.

Every dollar of advertising spent on outdoor advertising represents in round numbers \$100 of

profitable commerce. If the United States is to be transformed into lawns and parks and sweet vistas with all the ugly factory walls removed, then outdoor advertising may go, as it will

have no proper place. This, however, is a country of working people and the badge of trade is the highest mark of honor. So long as we continue to have factories and warehouses and so long as we have our highways unbeautified by commercial trucks, we need every productive form of advertising.

Whoever assails good advertis-

ing strikes at the strength of the

In my opinion, these women who are assailing outdoor advertising will be shocked when they finally realize what they are doing.

They are trying to do something which is so different from what they think they are doing that they must shudder when they come to a realization of the effect they would achieve.

Light from the Lamp of Experience

ROGERS LUMBER YARDS, LIMITED MOOSE JAW, SASK., April 15, 1924. Editor of PRINTERS' INK:

I don't see how in the world you people have time to be as helpful as you are to those of us on the outside—promote the seed of the s

are to those of us on the outside—people who may never do a tap for you as long as we live.

I am of course, vitally interested in having a list of articles which have appeared in PRINTERS' INK on the subject of "good letters," and right from the bottom of my heart, do I want to that you for your kind thought in sending this list to me. I wonder sometimes if you people ever stop to think how very helpful the many little favors of this kind are that you do to those who are kind are that you do to those who are fortunate in having your assistance. It is no wonder that PRINTERS' INK stands where it does today, among the advertising fraternity.

Rogers Lumber Yards, Ltd., R. G. Marshall, Manager of Publicity.

<mark>తాక</mark>ినినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోనినాకోన్నాట్లికి

HE explanation is simple. It I'm PRINTERS' INK'S job to record the sound experiences of other advertisers. By so doing PRINTERS' INK creates new advertisers and guides aright those who already are aware of the benefits of advertising. - [Ed. PRINTERS' INK.

G. C. Tremaine Dead

Gage C. Tremaine, general manager of The Albee Corporation, Detroit advertising agency, died recently at his home in that city. Mr. Tremaine was secretary of the United War Work Committee which handled Michigan Committee which handled Michigan publicity for the Liberty Loan driver during the war.

Gill Piston Ring Account for Gardner

The Gill Piston Ring Company, Chicago, has appointed the Chicago office of the Gardner Advertising Company to direct the advertising of GII piston rings and Gill oil burners. the

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The George L. Dyer Company

42 Broadway, New York 76 W. Monroe St., Chicago The Planters Bldg., St. Louis



Newspaper
Magazine
and Street Car
Advertising

Publicity and
Merchandising Counsel

Representatives to Organize for London Convention

Dan A. Carroll, publishers' represen-tative, New York, has been delegated by President Lou E. Holland of the Asso-ciated Advertising Clubs of the World to organize the representatives of newsto organize the representatives of newspapers and general mediums who are going to the London Convention. This group will meet with the Fleet Street Club of London, an organization of advertising representatives, during one of the departmental sessions of the convention. G. T. Hodges, advertising manaer of the Munsey magazines, will look after the magazine representatives' end of the program. of the program.

O'Keefe's Ginger Ale Account for Gardner Agency

O'Keefe's Beverages, Limited, Toronto, Ont., and New York, manufacturer of "O'Keefe's Special Pale Dry Ginger Ale," has appointed the Gardner Advertising Company, New York, as its advertising agent for the United States. A campaign is now being prepared which will appear in newspapers in New Eng-land, New York, Pennsylvania, New Jersey and Washington, D. C., territory.

W. Shaw-Thomson to Join Foote & Morgan

W. Shaw-Thomson will join Foote & Morgan, Inc., New York advertising agency, on May 1. He has been professor of advertising at Columbia University for the last five years and will continue in that capacity. Mr. Shaw-Thomson also was recently associated with the Economist Group as manager of its flow covering drawery, and house of its floor covering, drapery, and house furnishing department.

Canada Steamship Lines Appoint Vanderhoof Agency

advertising account Steamship Lines, of Ltd., Montreal, Canada, has been placed with Vanderhoof & Company, Chicago advertising agency. A campaign is being planned which calls for the use of Middle-Western newspapers.

Elected General Motors Director

S. Knudsen, general manager of w. S. Knucken, general manager of the Chevrolet Motor Company, Detroit, was elected a director of the General Motors Corporation at the annual meeting of stockholders in that organization last week.

Appoints New England Representatives

People's Popular Monthly. Des Moines, Iowa, has appointed Sweeney & Price, publishers' representatives, Boston, as New England representatives.

Old Time Printers Re-Elect Thomas Knapp

The Old Time Printers' Association of Chicago at its annual meeting re-elected Thomas Knapp, president of the association, to serve a second term. Mr. Knapp is an executive in the Chicago agency of the Mergenthaler Linotype Company.

Homer J. Buckley, chairman of the board of directors of Buckley, Dement & Company, Chicago direct-mail advertising company, was made an honorary member of the Old Time Printers.

Directors Elected by Detroit Adcraft Club

F. Berry, advertising man-the Union Trust Company; Dickinson, advertising manager of the Union Frederick Dickinson, ager of the Hupp Motor Car Company, Richard C. Fowler, vice-president of Campbell-Trump & Company, and Ward H. Marsh, president of McKinney, Marsh & Cushing. Inc., all of Detroit, were elected directors of the Adcraft Club, Detroit, at the recent annual election of that organization.

Furnace Account for St. Louis Agency

The St. Clair Foundry Co., Belleville, Ill., maker of the "Weichert" warm air furnace, has appointed the Bergen Advertising Co., St. Louis, Mo., advertising agency to handle its account. Business publications reaching the stove and hardware trade, new-papers in Southern Illinois, and direct-mail will be used mail will be used.

York Manufacturing Account for Evans & Barnhill

The York Manufacturing Company, New York, manufacturer of piece goods, has placed its advertising account with Evans & Barnhill, Inc., advertising agency, of that city. A campaign is now starting in the rotogravure se-tions of newsnapers in the larger cities advertising "Jiffy Made" blouses.

Larchar-Horton Buys Boston Agency

The Larchar-Horton Company, Providence, R. I., advertising agency, has purchased the business of H. E. Ayres & Company, Boston advertising agency. The Boston office of the Larchar-Horton Company has been moved to the office formerly occupied by the Ayres agency.

London "Express" Appoints Paul Block

The London, England, Express has appointed Paul Block, Inc., publishers' representative, New York, as its advertising representative in the United States.

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The Indianapolis News has the largest circulation, daily or Sunday, in Indiana and one of the largest three-cent evening circulations in America.

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The home-delivered circulation of The News in Indianapolis is greater than that of both other Indianapolis dailies combined.

1.

The News carried 17,710,428 lines of paid advertising in 1923—in its six issues a week—more than all other Indianapolis newspapers combined, in thirteen issues a week.

1.

272 national accounts ran exclusively in The News in 1923. The total national lineage was 3,019,422.

The Indianapolis News

FRANK T. CARROLL, Advertising Manager

New York Office Dan A. Carroll 110 East 42nd St. Chicago Office J. E. Lutz The Tower Bldg.

A Secret that is

THE astounding progress of the Macfadden Publish, was tions is the wonder of the advertising profession.

One magazine (True Story) has added more 1,200,000 to its circulation during the past year.

Another (True Romances) has reached the half mill mark in a single year.

The print order of April Physical Culture was 3900 the largest in the history of the magazine.

Macfadden Publications, Inc., is publishing and tributing nine magazines with a total gross circulation more than 4,000,000 copies, carrying 160,000 lines of vertising each month.

The growth of these magazines is unparalleled in history of magazine publishing-and today the Macfad Publications are in a stronger position than ever before stability and in possibilities for increasing circulation, well as for breaking advertising records.

These facts must stimulate more than a mild curiosity the minds of advertising men.

Various reasons have been given for our advancement Most of those reasons, as they have come to us, he been little more than vague guesses; a few have been fair Everyth good guesses; all are more or less inaccurate or inadequalisistics

Yet there is no secret about it.

It is based on one single, fundamental idea—the idea one man.

That idea has been amplified through the editorial page of our magazines and merchandised just as other product will t of merit are merchandised and distributed.

The man who is responsible for this achievement Bernarr Macfadden.

For more than a quarter of a century Mr. Macfadd has had an unusual opportunity to study the problems the American people.

When in 1898 he asserted that the wearing of cors we Story was harmful to women; that the body, as the temple of it we Roma

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Publical, was worthy of as much consideration as any other ion. ribute of success and happiness; when he advanced the re theory that diet, exercise and the perfect freedom of the ly were necessary to the health of a people and that st of us were taking too many pills and powders, he was mill listened to with the respect that greets his words today.

When he said that children should be started in life with 390,0 me, clear, truthful conception of sex and its relationship vard life, he was the subject of frequent denunciation.

Most of the reforms he advocated then have come to pass. Then he was radical—today he is conservative.

During that twenty-five year period Mr. Macfadden, ough the thousands of letters he received and through personal requirements made on his time, came closer to cfadd heart of humanity than any other man has ever come

That is the only secret of the growth of this organization a secret which is no secret at all because the facts are en to the scrutiny of any responsible investigator.

ment. There are no locks or bars or keys to the offices of the s, hardefadden Publications.

n fair Everything we have in the way of figures, documents or lequestistics is available to any person who is interested in ding out what is taking place on the top floor of the cfadden Building at 1926 Broadway. idea

In our next announcement we shall tell you more about rideals, and give you further facts concerning activities rodu at will tell you something about the public which you, as advertising man, must know if it is your job to go to at public with a message of your own.

MACFADDEN PUBLICATIONS, Inc.

Macfadden Building, New York City

Metropolitan Dance Lovers Movie Weekly Dream World Muscle Builder



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True Detective Mysteries

During Auto Show Week in Denver



THE DENVERSTMES

again led the field in Automobile advertising —surpassing all previous records.

For the seven days, from Sunday, March 9th, to Saturday, March 15th, THE NEWS carried

7,710 lines more

than nearest competitor.

For the six days, from Monday, March 10th, to Saturday, March 15th, THE TIMES (not published on Sunday) carried

15,880 lines more

The great majority of financially competent citizens of Denver and surrounding territory are regular readers of THE NEWS (every morning) and THE TIMES (evenings except Sunday). It is worth noting that this fact is appreciated by the majority of men in the automotive industry, and especially by the local dealers and distributors, who understand conditions here.



Representatives:

Verree & Conklin, Inc. 300 Madison Ave. New York City

> Steger Bldg. Chicago, Ill.

Free Press Bldg. Detroit, Mich.

R. J. Bidwell Company 742 Market Street San Francisco, Calif.

Times Bldg. Los Angeles, Calif. TI TI

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Postal Rate Increases Probably Deferred

Congress Wants to Raise Wages in Post Office Department, without Making Provision for the Funds

Special Washington Correspondence

THE likelihood that parcel post and second-class postage rates will be increased during the present session of Congress has grown less during the week just passed. There is, however, a belief on the part of certain Congressmen that parcel post rates are due for an increase and other Congressmen are anxious to boost the rate on publications that are mailed as second-class matter.

The public hearings of the joint committee that is considering the proposition of raising the salaries of postal workers indicated that the final bill would carry provisions for raising the revenue necessary to meet the cost. But late last week it became apparent that Congress would probably defeat any bill that attempted to couple a revenue-raising scheme with the salary increase measure. Several recent developments contribute to this conclusion. And the consensus of Congress now is that the committee will report a bill calling for salary increases that will total about \$60,000,000, leav-

ing the matter of the necessary

revenue to the future.
Postmaster General New's proposal that salary raises be graded to meet the varying costs of livdifferent communities which was discussed in PRINTERS INK of April 10, was considered by the committee, but met with a decidedly unfavorable reception. Despite the fact that carriers and clerks in the smaller towns have been able to buy their own homes in many instances, and those in the cities have accumulated nothing, as a rule, besides finding it necessary to put their families to work as early as possible, the committee evidently believes that graded increases would prove intolerable to Congress. Members of both Houses have expressed opposition to the proposal because

of the political influence attending the distribution of a higher percentage of public money in one district than in another.

So far as the Postmaster General's request to defer legislation on the subject is concerned, the committee now seems perfectly willing to let the revenue measure wait until the costs of handling the different classifications of mail The -immediate are determined. demand is for legislation that will increase the salaries of numerous classes of postal employees, and Congress undoubtedly expects the joint committee to furnish a bill that will be satisfactory to the workers without arousing the opposition of the public. After the bill is passed the need of additional revenue will not be acutely felt for six or eight months, and, according to present indications, the necessary bill will be put through as an emergency measure.

NEW DEVELOPMENTS

Talks with members of the committee and others interested, several of whom refused to be quoted, also another interview with the Postmaster General, resulted in some interesting phases of the proposition that have not been published.

Among those interviewed last Friday and Saturday, four members of the joint committee were willing to have their opinions quoted. Representative Elliot W. Sproul, of Illinois, said that the subcommittee has written into a bill the increased salary rates, and that the consensus of the joint committee is that the bill will be favorably reported. This bill is now in the hands of the printer.

"I am against an increase in the postal rates," Representative Sproul added, "and I do not think that the increased expense should come out of the postal revenue. My opinion is that the men will

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get an increase; but I believe that the joint committee and Congress are opposed to taking up any increase in the postal rates at this time."

Representative C. William Ramseyer, of Iowa, concurred in Mr. Sproul's statement, and said that, in his opinion, the committees were agreed on the proposition of reporting out a salary increase bill without any revenue-producing measure. "There is no intention," he concluded, "of burdening the bill with the elements of failure."

It is also the opinion of Senator W. N. Ferris that Congressional sentiment is now against burdening the salary bill and the postal service with the expense. "They are really separate measures," he said. "And I doubt that postal rates will be increased for some time to come—until after the facts of cost have been determined."

The joint committee is hopeful of getting through a suitable salary increase bill before Congress adjourns, according to Senator L. C. Phipps, who said that while the committee had not come to a definite conclusion, prints of the final bill were expected in a few

"We're anxious to agree," he continued, "and we've been getting all possible information as to the necessity of postal salary increases. Some members of the committee are of the opinion that the salary bill should stand alone and be considered by itself, and it is my opinion that the present bill, with probably a few minor amendments, will be reported out. My own feeling is that if Congress puts through a salary increase bill, we should also authorize at the same time a raise in postal rates to take care of the cost."

None of those interviewed seemed willing to discuss Postmaster General New's proposition to substitute a plan calling for differential wage increases, based on the costs of living of various communities, and when the subject was mentioned they dismissed it as impractical and tending to con-

fusion. It is well known that the Postmaster General's plan is energetically opposed by the American Federation of Labor.

There is not the slightest doubt regarding the Post Office Department's opposition to the present attitude of the joint committee. Last Saturday morning, Postmaster General New said that, in his judgment, the Director of the Budget would never accept a drain on the Treasury amounting to more than \$60,000,000 a year, to be taken care of in the form of taxes.

WANTS SOUND LEGISLATION

Postmaster General New reiterated his statement that the Department was not opposed to just salary raises, but that the Department would do everything in its power to have the raises carried into effect on a basis that was fair both to the employees and the public, and in a businesslike manner. He said that the trouble with the proposed legislation was that it was based on mistaken ideas, and continued:

"Nobody has the knowledge of the details of the service that has been acquired by the people whose business it is to run the department and keep pace with the demands on the service. As an example, all sorts of statements and assumptions are made about gains and losses from the carrying of certain classes of mail, while the fact is that, in the absence of complete figures of costs, which will be available for several months, nobody has any accurate knowledge whatever on the subject, not even within the Department itself.

ment itself.
"Some of the gentlemen who talk most volubly seem to know many things that are not true. Their calculations are wrong because they are based on false premises. For instance, Mr. Kelly said in a recent speech before Congress that there are about 2,500.000,000 parcels now going through the mails, and that his proposition to place a tax of five cents on every parcel, in addition to present postage, would provide from

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presfrom The originals of these letters from 1 anity Fair's readers may be seen in our offices.

No. 6

Not just readers—BUYERS!

9

"I always read your advertising pages and get many ideas of new things and where to get them."

Mrs. E. B. C., Marlboro, Mass.

"If the majority of your subscribers use them as I do, the money spent for your advertisements is well invested."

Mr. F. A. C., Fresno, Cal.

"Yes, I often use the advertisements in Vanity Fair. They are the best arranged pages of the kind in any high-grade magazine."

Miss M. E. H., Oakland, Cal.

"I always find that the advertising pages of Vanity Fair are of exceptional variety and interest, and we buy not only from Vanity Fair, but from Vogue also."

Mr. E. E. D., Atlanta, Ga.

Because Vanity Fair has a circulation of buying power, Ph. Weinberg has advertised in it continuously since 1915; American Tobacco Company since 1917; and Empire Silks since 1918.

VANITY FAIR

One of the Condé Nast Group

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\$100,000,000 to \$125,000,000 a year. He also said that this would not put a burden upon any patron of the service, and that it would not injure the parcel post system.

"His last statement I will merely submit to the judgment of anyone who has ever used the parcel post service. And the value of his first statement can be quickly estimated when you know that the number of parcels he mentioned is just about twice the actual number carried by the parcel post service.

"At present, while we do not know the extent of it, we do know that there is a loss on the mails of the second class. And when the time of readjustment comes, the publishers will have to stand their share of the increased cost of running the department."

The salary increases suggested to the joint committee by the Postmaster General were plained two weeks ago, as well as the proposed rate increases, in PRINTERS' INK. Since then Post-master General New has offered several other amendments and suggestions, among them amendment of that section and paragraph of the Act of October 3, 1917, which refers to the de-livery of publications, and reads:

"In the case of the portion of such publication devoted to the advertisements the rates per pound · or fraction thereof applicable to second-class matter shall be as follows (where the space devoted to advertisements does not exceed 5 per centum of the total space the rate of postage shall be the same as if the whole of such publication was devoted to matter other than the advertisements):On and after July 1, 1924, for the first and second zones, three and onehalf cents; for the third zone, four and one-quarter cents; for the fourth zone, five and one-quarter cents; for the fifth zone six cents; for the sixth zone seven cents; for the seventh zone nine cents; and the eighth zone ten cents."
However the joint committee

as well as Congress has shown a decided tendency to ignore the salient recommendations of Postmaster General. And

present outlook strongly indicates that Congress with political expediency uppermost in mind will do everything possible to pass a salary increase bill before election and will postpone the inevitable increasing of postal rates until after that event.

Metropolitan Advertising Golf Schedule

Four tournaments will be held by Four tournaments will be held by the Metropolitan Advertising Golf As-sociation during the 1924 season. The first tournament will be played at the Knickerbocker Country Club, Tenafty, N. J., on May 20. The rest of the series will be played as follows: On June 19, Garden City Country Club; July 24, Greenwich Country Club, and September 23, Westchester-Biltmore Club. Club.

The following committee has been

president; Walter R. Jenkins, secretary, and Ray P. Clayberger, treasurer.

Bird Store Ties Up with Easter

"Flood this Easter Morn with Joyous Song" suggested Kaempfer's Bird Store, Chicago, in pre-Easter advertising in newspapers of that city. This tie up with the season was aided with an illustration of lilies a season; in season illustration of lilies, a canary in a cage

and a rabbit.

"You could give no truer symbol of the Easter spirit than one of these happy, melodious, little creatures," the text declares, concluding with the reminder:

"Don't forget a Bunny for the Kiddie' Easter.

Guy R. Ford Heads Wilmington Advertising Club

Guy R. Ford has been elected president of the newly organized Wilming-ton, Del., Advertising Club. Mr. Ford is in the real estate and insurance business

business.
Joseph H. Hatch, merchandising manager, Lippincott & Company, department store, was elected vice-president, and Hugh Carter, president, Carter Advertising Service, Inc., was chosen secretary-treasurer.

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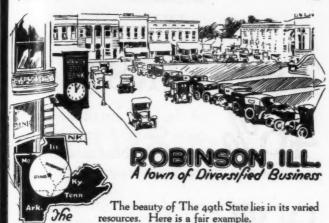
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-Add this new commonwealth to your map. It's a circleradius 150 miles.

Call it "Globe-Democrat Influ-The capital is St. Louis.

The population exceeds 4½ millions. The wealth is based on a wider variety of natural resources and ndustry than any

The Globe-Demorat serves the entire 49th state. No other ingle newspaper even claims such coverage.

t. Louis the City with \$85,000,000 torpend on Municipal Improvement

49th State Robinson, Illinois, is the center of the wealthy agricultural district. There are highly productive oil wells throughout that region. Within Robinson are pottery, brick and tile factories, tool factories, machine shops. Great coal beds underlie the county.

> Robinson is wealthy, with bank deposits of \$4,000,000. The following local enterprises do an annual business of more than \$1,000,000.

14 Grocery Stores 5 Drug Stores

17 Auto Dealers and Garages

3 Hardware Stores 2 Jewelers 2 Building Material Dealers

2 Shoe Stores

3 Dry Goods Stores

5 Men's Furnishing Stores

2 Furniture Stores 4 Confectioneries

5 Stationers 2 Music Stores

3 Coul Merchants

And what the folks of Robinson cannot buy at home they can buy in St. Louis, easily accessible by road or rail.

It is interesting to know that St. Louis' morning newspaper guides the buying habits of Robinson's representative people, whether they buy at home or in St. Louis.

Globe-Democrat Circulation in Robinson: Daily-138; Sunday-169

Globe-Hemocra

St. Louis' Largest Daily

F. St. J. Richards, New York Guy S. Osborn, - Chicago J. R. Scolaro, - Detroit

C. Geo. Krogness, . . . San Francisco Dorland Agency, Ltd., . . . London Asso. American Newspapers, London and Paris

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Why the Evenur

THE FIRST BU

of the total circulation of all New York evening newspapers combined is contained in one—the New York Evening Journal.

90% —and more—of this paper's tremendous circulation is concentrated in New York City and its suburbs.

successful campaigns conducted for national advertisers by the Merchandising Service Department gives it an experience unparalleled among newspapers of America and one on which advertisers can depend for results.

AVERAGE DAILY CIRCULATION 680

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NEW YORK

370,078 more copies of the New York Evening Journal than of the Evening World are bought each day.

381,166 more copies of the New York Evening Journal than of the Sun are bought each day.

110,052 more copies of the New York Evening Journal are bought each day than of the Sun and World combined.

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DURING MONTH OF MARCH, 1924

for Six Months Ending March 31, 1924

ING JOURNAL

cult a-and at 3c. a copy

Beat Old Sol to it Mr. Resort Advertiser

While Northern cities are welcoming the advent of Spring, New Orleans is taking a hop, skip and jump right into the middle of Summer. In the "big town of the South," Spring is a formality rather than a season. The most that can be said of the New Orleans brand of Spring is that it marks a spot where the "March of the Seasons" changes briefly to a hesitation waltz.

"Official Straw Hat Day" was observed in New Orleans on April 10th—one of the signs of the times. Soon folks will be packing up for the annual Summer exodus. Quite a sizable exodus too—for down New Orleans-way Summer not only gets on the job early but camps there for quite a spell. Every year more and more people in New Orleans and vicinity become sold on the fact that a going-away Summer vacation is a good annual investment in health and vitality.

The time to plan that resoft or travel advertising schedule for New Orleans is NOW. The Times-Picayune reaches practically all the people in its territory in whom the going-away idea has germinated or can be made to germinate. Last year The Times-Picayune printed nearly four times as much resort lineage as the second paper and over six times as much as the third paper.

The Times-Picayum

W FIRST FOR THE SOUTH

Represented in New York, Chicago, St. Louis, Kansas City, Detroit and Atlanta by Con-Hunton & Woodman, Inc., and in San Francisco and Los Angeles by R. J. Bidwell U Han

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Unusual Label Design for Bulk Container Helps Stabilize Demand

Harder for Dealers to Switch to Other Brands When German Poster Type of Label Is Used

By a Specialty Sales Manager

MY company markets a line of food products, many of them sold in bulk as well as in package form, and in order to make our selling problems clearer, I'll explain that our products resemble crackers and cakes in that although there is a big sale on package crackers, a large proportion of the total business is still

on bulk goods.

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by Co

We realized fully the limitations in selling our products in bulk. Sometimes retailers sold from the container as received from the wholesaler, but most of them emptied the goods into trays or compartments in their own cases or shelves. When that was done there was very little means of identification. One maker's goods resembled the other fellow's closely. As a result, the dealer would buy from one house today and if the stock needed replenishing when a competitor's salesman was there, he would likely get the order. If his wares were of average quality, the consumer was none the wiser and everybody was satisfied excepting the salesman who didn't get the repeat

In common with other manufacturers, we therefore featured the same goods in small packages to go direct to the consumer. They had been revamped to appear more attractive and our business on package goods increased steadily.

Still, the large and profitable bulk market was anybody's and everybody's and we couldn't plan sales or production in this division with anything like accuracy.

There was and is a big demand for these goods in bulk and our capacity was much larger than our sales and it was much easier to increase the bulk production because of the fact that less labor was required.

At that time I prevailed on our buyer to let us have a design made for the bulk container of one of our best sellers and I



A BOLD, EYE-CATCHING GERMAN DESIGN THAT SERVED AS A GUIDE FOR EFFECTIVE LABEL ON A BULK CONTAINER

turned the job over to an artist to whom I had been attracted because of some work he had done in the style known as modern German art. I had seen occasional references to the bold lettering used by these German artists and it occurred to me that whether artistic or not, that type of art would be appropriate for labels because it could be easily read at a distance from the counter.

When the pencil drawings were received, there was immediate necessity for selling the idea to the various executives and probably through good-nature, rather than from conviction, approval was secured and shortly afterward the first containers went out to the trade.

Salesmen were given a sample of the container, mostly for the purpose of informing them what was being done. However, they were generally carried and shown to the trade, doubtless because

bold variety mentioned previously, but there is little of it. The fewest possible words are used, surrounded by a harmonious border.

There are only two colors of ink in addition to the background, the printing is done from zinc plates and would probably be called poster style.

The German advertisements reproduced herewith are of the same character as our design.

Inside the organization the package won little support at the beginning, but within six months there were frequent orders from new accounts for the box with the poster label or some similar designation and we wondered why we had not thought of it before.

It was found that retailers almost invariably left the contents in the original container instead of emptying the box as in the past and the container in its distinctive dress invariably attracted attention, partly because it was generally displayed in a more prominent place than competitive bulk goods. It was so distinctive that consumers wanted goods right out of the box, and this preference made it more difficult for competitors to sell a similar article.

In our line many retailers call at the wholesaler's place of busi-

saler's place of business and select their purchases out of stock and here again the bright color and design of the package was a decided asset. The dealer would catch a glimpse of our container even in a dimly lighted warehouse or sample room and even if he did not know the name, would point it out.

In large cities there are many retailers and some wholesalers of foreign birth. The maker's name or the name of the product may be difficult for them to pronounce



ANOTHER GERMAN ADVERTISEMENT THAT SHOWS POSSI-BILITIES OF THIS TYPE FOR EFFECTIVE BULK PACKAGE LABEL

they had generally been selling from a sample or photograph of the product itself and the new container gave them a different angle to approach the buyer from.

Orders were remarkably good but at the home office this was attributed to a temporary cause and no preparations for a larger production were made.

The background of the container label is a color which we found used but seldom in grocery stores and the hand lettering is of the

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This now happens in two kinds of stores

Sales of electrical merchandise happen in two kinds of stores these days.

Once you could buy electric irons, flashlights, hair curlers, etc., only at the straight-outand-out electrical shop.

Now, however, you can buy nearly any kind of electrical appliance—from a percolator to a radio set—at the hardware store, department store, or house furnishing store.

The manufacturer of electrical merchandise should sell to both kinds of stores.

Heshould sell to the straightout-and-out electrical dealer. and also to the non-electrical dealer who handles electrical merchandise along with hardware, clothing and furniture.

An advertisement in Electrical Merchandising reaches nearly 15,000 electrical dealers, jobbers and centralstation electric shops.

An advertisement in Electrical Retailing reaches 32,000 non-electrical dealers who sell electrical merchandise as a side line.

Advertisements in both these publications give the electrical-appliance manufacturer a combined coverage of nearly 47,000 electrical retail outlets!

Each one of the fifteen McGraw-Hill Publications is the working tool and buying gulde of the executive who buys in the field

These fields and the publications which serve them are Electrical: Electrical World, Electrical Mer-

chandising, Electrical Retailing, Journal of Electricity.

Construction and Civil Engineering: Engineering News-Record.

Mining: Engineering & Mining Journal-Press, Coal Age.

Transportation: Electric Railway Journal, Bus Transportation.

Industrial: Power, Industrial Engineer, American Machinist, American Machinist (European Edition), Chemical & Metallurgical Engineering. Export: Ingenieria Internacional.

ELECTRICAL MERCHANDISING & ELECTRICAL RETAILING

Tenth Ave. at 36th St., New York : Old Colony Building, Chicago

McGraw-Hill Publications

and here again the unique design of our container was a distinct

advantage.

Our product was especially successful in delicatessen shops that had not previously sold anything of this kind, simply because the consumer recognized our container readily and it had less competition than in grocery stores.

Within a year the bulk sale doubled and this was especially welcome because a shortage in labor was making it difficult to get capacity production for the same thing in the small consumer

package.

In another year the sale had so largely increased that it was possible to cut down the varieties made in the department from ten to three or four and in the last year, most of the time, to two.

The reduction in number of varieties has made for economy of operation and this has been given back to the consumer in a better value for the money and our position has been strengthened to such an extent that only prohibitive freight rates prevent us from selling this product in every

In all this length of time there has been no change in quality or appearance of the product itself, so that the change in the container is given credit not only for the increased sales but for the economies in manufacture that followed the adoption of our bizarre design.

The sale of the goods in package form was increased at the same time so that the showing on the bulk goods has not been made at their expense. We have simply received a larger proportion of bulk business. The distinctive dress has given us a stronger position in the bulk trade than we enjoy in the small package field simply because few of our competitors pay any attention to the appearance of their large containers and all of them do to the consumer unit.

Our entire organization is now thoroughly sold on the idea that an attractive container is a good investment for bulk as well as

package sales.

Twentieth Attempt Wins for Prospective Advertisers

MANCHESTER CHAMBER OF COMMERCE MANCHESTER, CONN., Apr. 11, 1924.

Editor of PRINTERS INK:
This will acknowledge your letter of
April 8. I wish to thank you for the
information and very helpful references
contained in that letter, which are the
most concrete of any that we have received from our application to nineteen national organizations.

My hope at this time is that I may be able to bring this proposed campaign to such a stage that we will have matter which will be presentable through the columns of PRINTERS' INK.

MANCHESTER CHAMBER OF COMMERCE GEORGE E. RIX. Executive Secretary.

New Accounts with Brandt Advertising Co.

The Curtiss Candy Company, Chicago, The Curtiss Candy Company, Chicago, maker of Baby Ruth candy bars and other confections, has placed its advertising account with the Brandt Advertising Company, Chicago. Newspapers will be used for this account. Jean Vallee et Cie., La Porte, Ind., manufacturers of Tanforan cosmetic and beauty specialties, also have appointed the Brandt agency to direct their advertising.

advertising.

Business-Paper Publishers and Editors to Hold Joint Meeting

The New York Business Publishers Association, Inc., will hold a joint meeting with the Editorial Conference of the association at New York on April 25. Information received from a questionaire which has been sent to members asking for data on editorial expenses. will form the basis of a discussion on costs at this meeting.

Advertising Introduces Bee Hive Corn Syrup

The St. Lawrence Starch Compan, Ltd., Port Credit, Ont., is conducting a campaign in newspapers to introduce Bee Hive corn syrup. This account is handled by The James Fisher Com-pany, advertising agency, Toronto.

E. L. Vaughn with

Montgomery Ward & Co. E. L. Vaughn, formerly with the Chicago office of the Poster Advertising Company, has joined the advertising department of Montgomery Ward & Company, Chicago.

Walz-Weinstock Advances

O. F. Thompson Owen F. Thompson has been advanced to the position of assistant service manager of Walz-Weinstock, Inc. Buffalo, N. Y., advertising agency. He had been production manager. For the course of the largest daily circulation in America-

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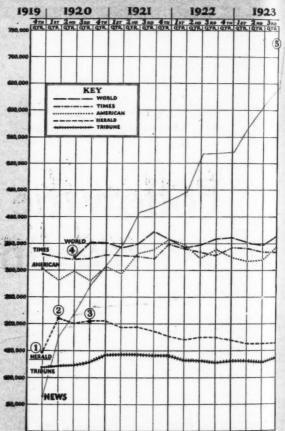
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, Inc.,

Circulation Growt t

compared with New York Morning Pape pare



NOTES: 1 to 2-The Sun (through January, 1920).

2—Sun-Herald circulation for February and March, 1920. January circulation of the Sun not included.

2 to 3-Sun-Herald (February, 1920, through September, 1920)

3-on to end-Herald (October, 1920, on).

4-No Morning World figures available before this date.

5—The News circulation average by months from October, 1923, through March, 1924. pared

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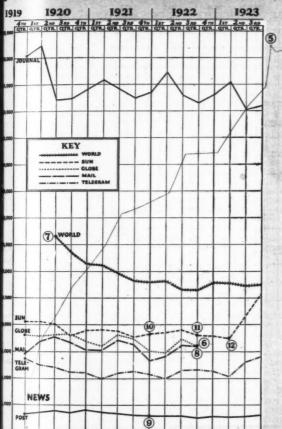
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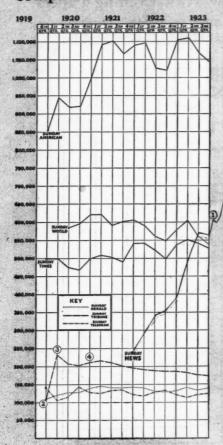
the Daily News

pared with New York Evening Papers



- S: 5-The News circulation average by months from October, 1923, through March, 1924.
 6-Globe circulation average not available from third quarter 1922 up 7-Evening World circulation figures not available benore this date.
 8-No Evening Mail statement issued from third quarter 1922 on.
 9-Saturday evening averages not included in the Evening Post figures.
 101-Saturday evening averages for the Sun not included (fourth quarter 1921) in on-Saturday evening averages for the Sun not included (fourth quarter 1921) on-Circulation figures are for the Sun included (4th quarter 1922) on-Circulation figures are for the Sun included (comb. on June 4, 1923).

Sunday News Circulation compared with New York Sunday Paper



NOTES:

i—The Sunday New culation average months from Octa 1923, through Ma 1924.

2 to 3-The Sun.

3 Sunday circulation
the Sun-Heraldforf
ruary and March, il
Sunday circulation
the Sun for James
not included.

3 to 4—Sunday circulation the Sun-Herald. 4 on — Sunday circulation of the Herald.

THE NEW New Yorks Picture Newspap

25 Park Place, New York 7 South Dearborn St., Chica A P

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Persistent Follow-up That Cuts Cost of Selling

A Prospect Remains a Prospect until He Is Sold, Either by You or Your Competitor

By Charles B. Mills

Of O. M. Scott & Sons Co., (Lawn and Golf Course Seed) Marysville, Ohio

TOT long ago I wrote to a Certain firm that manufactures envelopes and inquired for a price on a certain novel style of envelope which was being featured. A prompt reply came back -a fairly good sales letter. cost of the envelope really seemed high, although undoubtedly the novelty of the thing justified it. At any rate I needed to be sold on the sales value of that en-The first letter was not enough to convince me and I rather waited for a follow-up letter in which some reason why I should buy might be explained and an effort made to overcome the natural sales resistance which the first letter was certain to encounter. Not another word ever came. I never knew of an instance where an informative follow-up of some kind was more sorely needed, for with the proper treatment the chances are a lukewarm prospect might have suc-

Our order went to the firm that had received our order the year before—largely because, anticipating our needs, the sales department had reminded us of the transaction of twelve months before and asked for the business again. Another form of followup that pays handsomely!

In confining this treatment of the follow-up idea to that of personal or form letters, let us consult the experts. We are told that the profit on an order, or let us say, the value of a new customer, enables us to determine the amount of money that can and should be spent. In other words, determine what you can afford to spend on your sales effort.

This assumption, in the writer's opinion, requires some qualifica-

tion. Many orders that are worth going after in the first place are worthy of the hardest blows we can strike with the sales hammer; sparks ought to fly before we stop. Look at your problem in this way: can you afford to make three appeals and lose a sale, any more than you can afford to make six and get the business? If future trade is in sight and a new customer is prized as most of us prize them, isn't it better to spend two dollars and close a sale than to spend one dollar and lose it?

Now I do not claim that persistent following-up always gains the objective, but I do know that it pays. There are few products that can be done justice in one sales letter of reasonable length. And this point is well worth remembering, a prospect remains a prospect until you or your competitor has sold him. He may not buy just when you think he will or when you want him to buy, but there is a final whistle at some stage of the game to tell the spectators who won and who lost.

What would you think of the quarterback captain who tries a play or two, finds he cannot penetrate the enemy's line and consequently takes his team to the showers? Idiotic, you will say, because that opposing team may fight along for three quarters and then weaken. A play may be uncovered which completely baffles them; and a recovered fumble in the last quarter is not an infrequent ending to a great game. Business annals are full of instances where in retail selling, in direct-by-mail selling every kind of selling a recovered fumble results in a score for the alert firm or salesman prepared for emergencies. The easy-going

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competitors stand around and wonder what it's all about! The fighter wins and he should because he has put more energy, more thought and more ingenuity into his efforts.

have frequently written a dozen personal letters to a prospect for golf course seed before a single sign of interest was It has paid. The thirteenth letter has a better chance of getting an order than the first one had because we have given that prospect conclusive proof that our seed is worth talking about and very likely we have out-stripped most competitors. Obviously such a long-winded procedure could not be attempted where a club comes into the market, does its buying and goes out again in two or three weeks' time, yet even here there is a chance for at least three sales letters. How many firms do you imagine take advantage of the opportunity and write three letters? One in five perhaps.

Let us say that a new golf course is being built (and parallel cases can be sighted in any number of businesses). work is moving slowly and it is three months before time to buy Should we sit back and take it easy until the grading and all the preliminary tasks have been completed and then appear on the scene to expound the merits of our seed? Rather, here is an opportunity to deliver some selling licks that will count when the committee sits down to transact business. A dozen or more personal or semi-personal letters will prove fruitful during those three months of preparation.

A landscape architect recently inquired for the price of a certain kind of seed. He was evidently not quite ready to buy, but was "looking 'em over." I started after him at an easy gait. He received a prompt reply to his inquiry, another letter a week later and as no response was forthcoming five more appeals were made, no two of them more than ten days apart. I aimed at that man's confidence, then an order

and finally at some sort of explanation. Finally it came. His opening remark was, "You people are the persistentest cusses I ever saw," but further on came the words that gladden our hearts, "you may ship me," etc.

Innumerable follow-up systems are in operation. Every business does not permit of the intensive personal letter campaigns which have proved so effective for us. but there is some logical plan that can be adopted. Remember this, 48 per cent of present-day salesmen make one call and quit, although 60 per cent of the merchandise purchased by retailers is bought on or after the fifth call. We find as a result of that situation that instead of increasing the cost per sale an intelligent followup system comes nearer cutting that cost in half.

HOW AND WHEN TO USE THE FOLLOW-UP

There are many factors to help the sales manager determine how many times and how often to follow-up a prospect. Some of these are: the distance of a prospective customer from your beaten path, the probable size of the order in question, the extent of your acquaintance, whether an old customer or an entirely new prospect, the probable time of purchase and the amount of competition to be expected. It should be comparatively easy to determine after a few minutes of study just how the follow-up campaign on a prospect should be laid out.

Persistent following up not only gets results from an immediate sales standpoint, but there is a sort of psychological effect that is worth while. The man who has a hard selling problem to solve is going to unearth some new selling arguments that never occurred to him before. His versatility is increased and he brings to light new angles in selling approaches that can be used over and over again when similar circumstances arise.

It often requires a great number and a great variety of blows with the hammer for the novice

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FROM THE DATA BOOK OF HARPER'S BAZAR



A Day from the Life of the Woman · Who · Reads · Harper's Bazar

At FIVE

She stops for a moment at her milliner's to try on a new hat and then hurries to the house of Another-Woman-Who-Reads-Harper's Bazar for tea. A pleasant hour . . . a little gossip . . . "Where did you get these delicious biscuits, my dear?" . . . "Is that one of the hats you brought from Paris?" . . . "Yes, my new car's perfectly wonderful! Yes, it's a Dash."

(To be continued)

Strange! But many sales are lost and made over a tea-table. And when the sort of Woman-Who-Reads *Harper's Bazar* approves of your product you may count upon this as a certainty: Many other women will also approve,

Harper's Bazar

24 IN LONDON

500

Of IN PARIS

carpenter to drive his nail into the board. So it is in selling-for who is an expert? Well directed persistence is certain to get results and I venture there is not a concern anywhere but can bring in through a systematic followup program, a vast amount of business that is falling by the wayside.

Adopts Trade-Mark as Protection for Customers

To impress upon its customers the fact that its products represent a standardized that its products represent a standardized quality in material and workmanship, the Luther O. Draper Shade Company, Spiceland, Ind., has adopted the trade-mark "Dratex." This action has been taken as a matter of self-preservation, the company informs PRINTERS' INK. "So many people have come upon the market selling shades 'the equal of Draper's' and since we had no well-defined way of protecting our customers, we determined to use a coined word which means the to use a coined word which means the quality of goods used by us," the company said. "We are trying to tell our customers now that our goods are made from a fabric of certain construction and that this certain construction will, with us, bear the name 'Dratex.' "The com-pany has applied for registration of its trade-mark at the Patent Office.

Advertises a Saxophone Accessory

Keach & Greene, Philadelphia saxophone distributors, are using musical publications to advertise a combined ligature and cap for the protection of reeds which is sold under the tradename of Snap-Kap. Application for registration of this name as a trademark has been filed with the Patent Office. "We have already done quite a bit of advertising in the musical papers, and so far the results have been very pleasing," Joseph Greene informs Printers' Ink.

Joins Experimenter Publishing Company

Harry W. Tanner has joined the Experimenter Publishing Company, New York, and will represent Radio News, Science and Invention, Practical Electrics, and Motor Camper and Tourist, in New York territory.

Robert Reis & Company Sales Increase

Robert Reis & Company, New York, Reis underwear, hosiery, sweaters, etc., and its subsidiaries, report gross sales of \$1,945,213 for the first quarter of 1924, as compared with \$1,926,307, in the first three months of last year.

Railroad Makes Comparisons to Scare Risk-Takers

The Louisville & Nashville Railroad in Southern newspaper advertising re-cently, used an illustration of a bay "Hoppin" a Freight." This obviously unnecessary, hazardous and preventable violation of rules is compared with other violation of rules is compared with other petty infractions such as boarding a moving train, alighting from a moving car before it stops, crossing a track without stopping, looking or listening. The point is made that such needless imperiling of life is similar to the glaring example provided by the boy who disregards safety warnings until injury or death makes continuance of risky habits im-noscible.

Dossible.

The "scare" is removed for careful people by the quotation of statistics showing that of 83,000 people annually showing that of 83,000 people annually showing that of 83,000 people annually showing that the United States. killed accidentally in the United States, less than 8½ per cent are killed by the railroads.

Campaign Started on Ralph Jones Sport Shoes

The Servus Rubber Company, Rock Island, Ill., manufacturer of rubber and canvas footwear, has commenced a newscanvas footwear, has commenced a nempaper and magazine advertising campaign. Ralph Jones sport shoes are featured in the copy which recommends their use for all outdoor activities from hiking to playing tennis. Plans call for the use of a list of newspapers in eight cities. This list will be increased as precessity depends. necessity demands.

L. R. Wharten Joins Hollywood "News"

L. Richmond Wharten has been appointed to direct a foreign advertising department which has been formed by the Hollywood, Calif., Nevos, evening newspaper. Mr. Wharten at one time was with the sales promotion department of The McCall Company, New York.

To Represent "Pacific Drug Review"

C. A. Larson has been appointed Eastern representative at New York of the Pacific Drug Review and Fountain Profits, both of Portland Oreganiceeding Ansyl T. Samuels.

T. N. Gretzer with Wichita "Eagle"

T. N. Gretzer has joined the Wichita Kans., Eagle as manager of national advertising. Until recently he was with the Wichita Beacon in a similar capacity.

Joins H. K. McCann Agency Colin Harris, previously with the Longeles Evening Express, has joined

Angeles Evening Express, has joined the Los Angeles offices of The H. K. McCann Company. He was formerly with the Advertising Service Company. Ltd., Montreal and Toronto.

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A Big Summer for the Radio Industry

No reason for radio sales to slump this summer—not if manufacturers and retailers will aggressively take advantage of the opportunity that presents itself.

The political conventions to be held in June and July will give all America a chance to "see" the Democrats and Republicans nominate their standard-bearers. Elaborate broadcasting preparations are being made for both Conventions.

This means that thousands of people who otherwise would have gone thru the summer without purchasing a radio set will buy in order to tune-in on the big Conventions.

Chicago, with six powerful broadcasting stations, is one of the world's greatest radio markets. And the Chicago Evening American, the west's pioneer radio newspaper, is the outstanding medium in this rich territory.

THE CHICAGO EVENING AMERICAN PUB-LISHES MORE RADIO ADVERTISING THAN ANY OTHER CHICAGO NEWSPAPER

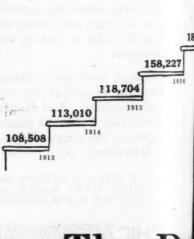


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The Deit

NOW OVER 300,000 SUNDAY CIR ION

irculation Rise Beats al Population Growth

atements Show Re-279,822 nansistent Growth of ws from 1913 to 1924 243,232 ICTURED 232,965 above is the rerise of Detroit markable 217,128 Sunday News circulation as indicated by the sworn statements 182,203 submitted to the Post Office authorities every April since 1913.

A glance at these figures will show that the Sunday edition of The Detroit News has increased more than two and a half times in that period; the population of Detroit has during this same time only doubled its population, though this in itself is a phenomenon.

In other words, The Detroit News Sunday circulation is increasing faster than one of the world's fastest

growing great cities.

During March and April of this year the circulation of the Sunday News has been more than 300,000 every Sunday. If this great circulation more than 240,000 copies are sold in the local trading territory giving advertisers a coverage of the ocal field equalled by no other newspaper in a city of Detroit's ize.

Advertisers should harness the concentrated power of this oncentrated circulation to their sales program. Detroit is resperous, and liberal in spending. It awaits your message.

it News

ION-GREATEST IN MICHIGAN

RESULTS

6

Cosmopolitan's school lineage has shown a steady, healthy growth since the inauguration of the Educational Department twenty years ago, chiefly because the schools get results.

We have had definite statements from various schools that their enrollments through the pages of Cosmopolitan have equalled the total number of enrollments of all the other mediums combined.

OSMOPOLITARIO DE LA SECENTIA DE CENTRA DECENTRA DE CENTRA DECENTRA DE CENTRA DE CENTRA

Editor of We re your pu articles of why they ture, and former to We are

the bus case du thoroug quality ally rec When a it. Cauti tant abo company been est guarante and con may be The gua of crutc patronag of reliab antee is well ad time tak antee. In values an

going partory of guarante nesses (Company ginning.

as highly ment.

Why an Advertised Trade-Mark Eventually Takes Place of the Guarantee

The Evolution of the Famous Holeproof Guarantee

W. I. TRACY, INC.

Editor of PRINTERS' INK:
We recall that at some previous time We recall that at some property or publication printed an article or articles on Holeproof Hosiery, and just they gave up their guarantee fea-

articles on Holeproof Hosiery, and just why they gave up their guarantee feature, and also how they still retained former trade without this guarantee. We are particularly interested in finding any articles you have written along this line pertaining especially to the guarantee question regarding wear in hosiery with the return coupon feature.

W. I. TRACY, INC.

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THE guarantee has been quite a factor in the development of the business of many manufac-This is particularly the case during the early days of a concern, before its reputation is thoroughly established or before quality standards become generally recognized in an industry. When a concern is young, the public naturally knows little about it. Cautious persons may feel hesitant about patronizing the new company until its reliability has been established beyond question. If at this stage the new company guarantees its product in a graphic and confidence-inspiring way, it may be the means of enlisting the support of these doubting ones. The guarantee gives them a sort of crutch on which to place their patronage. But when the concern is well known, with its goods in wide use, and when its trade-mark is recognized generally as a sign of reliability and quality, the guarantee is no longer so important. A well advertised trade-mark in time takes the place of a guarantee. In other words the public values an unquestioned reputation as highly as it does a legal instru-

What we have said in the foregoing paragraphs explains the history of the famous "Holeproof" guarantee. Like most big businesses the Holeproof Hosiery Company had an insignificant beginning. As we recall the story,

Edward Freschl's father ran a small mill under the name of the Kalamazoo Knitting Company. The older Freschl developed a man's hose with reinforced heel and toe as one of the numbers in the line. This particular number held out so much promise that when young Edward Freschl finished school, this specialty was given to him to develop. Soon he began to advertise this "Hole- • proof" hose as a mail-order proposition direct to the consumer. Small advertisements were used. The hose was guaranteed in the copy and as we recall it the advertisements bore the signature of the "Holeproof Hosiery Company." This venture succeeded.

After a time inquiries started to come in from retailers. Soon retail agencies were established and consumer inquiries received from their localities were turned over to the dealers. Gradually the business was changed from the mail-order plan to selling through the regular trade. From this time the business grew rapidly. It was well advertised. The six months' guarantee was conspicuously featured. Many thousands of users were attracted by this guarantee.

For a long time the guarantee was the big thing about this business. Eventually, though, the importance of the guarantee sub-sided. At this juncture Holeproof customers could be divided into three classes. In the first class were those users who were so well satisfied with the wear obtained from Holeproof that they made no attempt to get the company to enforce its guarantee, even though an occasional pair of hose did not wear six months. In the second class were those users who took advantage of the terms of the guarantee, but did not abuse the privilege. In the third

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class were those users who flag-rantly abused the guarantee. They kept buying Holeproof and turned in a torn or holed sock, with a certificate obtained within six months, even though the hose may have been bought outside the six

months list.

The business thus arrived at a stage where the vast majority of the company's patrons cared little about the guarantee feature, but the minority abused the guarantee grossly that it became a nuisance. Retailers, too, while enthusiastic about the guarantee plan at first, finally lost their enthu-siasm because it caused them a lot of trouble. The Holeproof Hosiery Company, however, continued the six months' guarantee despite its waning importance. When the war came along and caused a merchandise shortage most manufacturers and gave more business than they could handle, Mr. Freschl wisely took advantage of the situation to abandon the guarantee plan.

Of course the company still bears the Holeproof name. But in recent years the organization has been putting most of its selling emphasis on other brands,

such as Luxite.

Thus this company, which was one of the most conspicuous advertisers of a guarantee which this country has produced, went through a typical guarantee evolution. Of course there are other companies that guarantee their hosiery but we do not believe that today the guarantee can be considered a worth-while factor in the selling of hosiery. - [Ed. PRINTERS' INK.

John Gould Joins John E. Lutz

John Gould, formerly with Erwin, Wasey & Company, Chicago advertising agency, has joined the staff of John Lutz, publishers' representative, Chicago.

Loft Candy Sales

Loft, Inc., New York, candies, reports sales for the quarter ended March 31, of \$1,701,463, as compared with \$1,772,504; \$1,41,561, and \$1,643,487 in the corresponding periods of 1923, 1922 and 1921.

"Art Notes" Enters Oldest House-Organ Contest

WILLIAM MACBETH, INC. WILLIAM MACKETH, INC.
PAINTINGS BY AMERICAN ARTISTS
NEW YORK, Apr. 12, 1924.
Editor of PRINTERS' INK:
T am much interested in your article
on house organs on page 70 of your is
sue of April 10.

I got quite a thrill of pride when I and your reference to the second oldest house publication appearing in De-cember, 1898.

While doubtless others who may read

your article will also dispute the claim of the Dixon Crucible Company to the of the Dixon Crucible Company to the honor of having second place, our own "Art Notes" hereby goes on record as a prospect for that envisible position. The first number appeared in October, 1896, in almost the same form, with the exception of cover and title page, as it appears today. It has been published at varying intervals but never less than twice in each art season since the initial number. The pages, by the way, are numbered consecutively from page one of issue number one. page one of issue number one.
WILLIAM MACBETH, INC.,
ROBERT W. MACBETH,

President.

Form New Printing and Typographic Business

Louis A. Lepis and Frederick W. Schmidt have formed a printing and Louis A. Lepis and Frederick W. Schmidt have formed a printing and typographic business under the name of Lepis & Schmidt, at New York. Mr. Lepis was for the last five years with George Batten Company, Inc., and formerly with the Federal Advertising Agency, Inc., New York. Mr. Schmidt was formerly with Street & Finney, 84 vertising agency, and more recently with the Winson Press., Inc., both of New York. York.

T. V. Hendricks Joins Englander Motor Company

Thomas V. Hendricks has joined The A. L. Englander Motor Company, Cleveland, as director of retail and territorial sales of Hupmobile and Jordan cars at the company's four branches. He was formerly sales and advertising manager of The Cleveland-Akron Bag Company, Cleveland.

Ford-Parsons Company Appoints San Francisco Manager

G. Frank MacDermott nas pointed manager of the new San Francisco office of The Ford-Parsons Company, Chicago. He publishers' representative, Chicago. He has been a member of the Chicago staff.

With Sackheim & Scherman

Miss Corinne Reinheimer, formerly with the Harry Porter Company, and more recently with the Federal Adver-tising Agency, Inc., has joined the copy and plan division of Sackheim & Scher-man, Inc., New York advertising agency.



\$44,000 from One Insertion!

T may be of interest to you to know," writes a New York merchant,* "that last week our full six-column advertisement in THE EVENING WORLD produced a total business of \$44,000."

This single insertion did its selling job at a cost of a little over 1%.

The unit of sales was \$295!

Merchants who concentrate their energies in the New York sales area find their maximum of penetration in





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MALLERS BUILDING PULITZER BUILDING
CHICAGO NEW YORK

GENERAL MOTORS BUILDING DETROIT

SECURITIES BUILDING CHANCERY BUILDING TITLE INSURANCE BUILDING SEATTLE, WASH. SAN FRANCISCO, CAL. LOS ANGELES, CAL.

*Name furnished on request

British Program for Advertising Convention Under Way

GREAT BRITAIN will be represented on the program of the convention of the Associated Advertising Clubs of the World to be held at London, July 13 to 18, by speakers who are prominently identified with international politics and world commerce.

The names of some of these speakers who have definitely accepted invitations to speak were announced at a meeting of the On-to-London Committee of the New York Advertising Club by Andrew Milne, secretary of the convention committee in London. Harry Tipper, chairman of the

Harry Tipper, chairman of the Central Program Committee has approved the list of speakers which Mr. Milne brought from W. S. Crawford, chairman of the program committee in London. These include the Prime Minister, Ramsay MacDonald; Right Honorable Sir Eric Geddes, chairman of the board of directors of the Dunlop Rubber Company, Ltd.; Lord Mayor the of . don; Right Honorable Winston Churchill; Lord Leverhulme, head of Lever Bros., Ltd.; Right Honorable Reginald McKenna, chairman of the board of the Midland Bank; Sir Robert Horne, former Chancellor of the Exchequer; Stanley Baldwin and C. Harold Vernon, chairman of the organizing committee of British advertising interests. Honorable Frank W. Kellogg, American Ambassador to Great Britain, also will speak.

The first event arranged for the reception of the American delegates is a large national function which will be held at Royal Albert Hall. This will be a buffet supper and dance which will be attended by a number of Lord Mayors and Mayors of the leading cities in the United Kingdom. It is anticipated that 5,000 people will be present. The purpose of this social function is to do away with any feeling of strangeness which

the new arrivals may have and to afford them an opportunity to become acquainted with British delegates.

On Sunday services will be held at Westminster Abbey where special reservations have been made for American delegates. Services also will be held in a number of other historical London churches. An inspirational meeting will be held at Central Hall in the afternoon. Fred B. Smith will represent the Americans and it is anticipated that David Lloyd-George will accept an invitation to represent Great Britain.

A grand welcome meeting is planned as the first session on Monday. Lord Burnham, proprietor of the London Daily Telegraph, will be chairman. This will be followed by many meetings which will include general sessions and special departmental meetings. The speakers mentioned above will participate in the general meetings. The list of American speakers was given in PRINTERS' INK of March 13.

Following the close of the convention a varied program of entertainment has been arranged for the American delegates. The Underground Railway will entertain 600 delegates at Hampton Court Palace, and by special permission of the Government the Royal Apartments will be open for inspection. Hon. Major J. J. Astor will be host to 1,000 delegates at Hever Castle, and H. Gordon Selfridge will entertain a party of 500. Extensive arrangements also are being made for visits of delegates to the leading and most famous cities of Great There will be a trip of Britain. 500 delegates to Paris, where arrangements are being made for a Presidential reception.

Elected Director of Certain-teed Products

A. J. Brosseau, president of Mack Trucks, Inc., New York, was elected a director of the Certain-teed Product Corporation, also of that city, at the snual meeting of the latter organization recently. He succeeds William Potter of Philadelphia. The other directors were re-elected. ****

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THE difference between
Where you are
And
"There you are"
Is a matter of a
Publication's size!
Cancelling your ad
Is the only possible way
To keep it from being seen,
In The American Weekly Magazine!
And you can't do that!
4,500,000 families
See it—the large part
Of that number
Read it!



1834 Broadway, New York

THE AMERICAN WEEKLY is distributed with the following Sunday Newspapers:

New York—American Boston—Advertiser Washington—Herald Atlanta—American Syracuse—American Rochester—American Detroit—Times Chicago—Herald and Examiner Milwaukee—Telegram Seattle—Post-Intelligencer San Francisco—Examiner Los Angeles—Examiner Fort Worth—Record Baltimore—American

"If you want to see the color of their money-use color'. "A.J.R.

Let's Begin

A. B. C. figures offer the only recognized standard for comparing newspaper coverages. Take Cincinnati for example:-In the territory regarded by A. B. C. as "city circulation area" there are 141,000 families, only 106,000 of whom actually live within the corporate limits of the city.

And A. B. C. figures show that the Times-Star has a daily city circulation of 109,000 copies.

The second evening paper has 22,734 less daily city circulation than the Times-Star.

The unaudited statement given by the publisher of the leading morning newspaper of Cincinnati claims only 41,879 daily city circulation.

CINCINNATII

CHARLES P. TAFT, Publisher C. H. REMBOLD, Man

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With A. B. C.

For sixteen consecutive years the Times-Star has carried local and national display advertising lineage proportionately as much greater than the lineage of the other Cincinnati newspapers as the Times-Star's city circulation is greater than theirs. Last year the Times-Star's lead over the second evening paper was 4,481,358 lines, carried in the same number of publication days. With 52 Sunday editions over and above its daily circulation the leading morning newspaper carried 2,192,708 lines of display advertising less than the Times-Star carried on week days alone.

More than 150 national advertisers use the Times-Star exclusively in the Cincinnati field.

IMES-STAR

Member of Audit Bureau of Circulations

Henri, Hurst & McDonald

A D V E R T I S I N G
58 East Washington Street · Chicago



One of the largest manufacturers of building material in America is The Beaver Products Company, Inc. Architects, contractors, carpenters and home-builders are acquainted with the unsurpassed quality of

Beaver Plaster Wall Board
Beaver Fiber Wall Board
Beaver Tile Board
Beaver Tile Board
Beaver Plaster and Plaster Products
Beaver Plaster and Plaster Products

Steady advertising has been a policy of this company for many years.

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We have recently published an advertising book—"High-Unit vs. Low-unit Merchandising." A copy may be had on reduest by any business executive. THE pany its proconfident usually appears must in prospect fidence self and ing. Of follows salesman But be

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fidence i the pros vinced t interviev must be himself The clothes dence is knowledg pressed. scarf co head a lin into his wise, wi business presents he will

omitted shine.

So whe the Todd a sales of weeks be ending Machine to the dea of be the weeks of the weeks of the was comp" Correlanup yourself,"

In one

Contest Perks Up Personal Appearance of Salesmen

Main Purpose of Speeding Sales Is Not Overlooked

By Charles B. Peck, Jr.

Assistant Director of Sales, Todd Protectograph Co., Inc.

The Todd Protectograph Company realizes that the sale of its products depends largely on confidence. When a salesman, usually unknown to the prospect, appears before the latter's desk, he must immediately establish in the prospect's mind a feeling of confidence both in the salesman himself and in the product he is selling. Confidence in the product follows closely confidence in the salesman.

But before he can establish confidence in the mind of the prospect, the salesman must first have confidence in himself. He must enter the prospect's store or office convinced that he can dominate the interview and close the sale. He must be sure of his ability to sell himself and his proposition.

The psychological effect of clothes upon a man's self-confidence is well known to all. The knowledge that his suit is well-pressed, his linen faultless and scarf correct, makes him lift his head a little higher and puts spring into his step. The prospect, likewise, will be more ready to do business with a salesman who presents a good appearance than he will with a salesman who omitted his morning shave and shine

So when the sales department of the Todd company decided to stage a sales contest during the eight weeks beginning January 7 and ending March 1, it further decided to tie up with the contest the idea of better personal appearance. It was called the "Cleanup-Dollup" Contest with the slogan, "Cleanup your territory; Dollup yourself," and articles of clothing were offered as prizes—all the way from new suits and overcoats down to collars, socks and neckties.

In one feature at least, the con-

test was a little different from those run in the past. Ordinarily a quota is established and the salesmen making their quota win prizes. In this contest quotas were established in the usual way. but prizes were given to sales-men making 80 per cent and 60 per cent of quota as well as 100 per cent and the best prizes went to those making 150 per cent, 130 per cent and 115 per cent, respectively. The result was that there were more individual prize-winners than in any previous contest operated by the Todd company in its twenty-five years of experience. This in turn meant that a greater percentage of the sales force obtained the benefits of an improvement in dress than could otherwise have been possible.

"KLASSY KLOTHES" KEEPS SALES-MEN HAPPY

Each week during the contest there was issued a large broadside, entitled, "The Klassy Klothes Kronicle," which, in addition to keeping the salesmen posted on the weekly results, kept before them in a humorous vein and by suggestion the advantages of "dolling up." The broadside was supplemented by more serious articles in the salesmen's organ, the "Protectograph Weekly Bulletin," written by men in the field as well as by the members of the home office organization.

One of the links in the Todd plan of merchandising is its system of regional directors. The seventy-odd distributors of the products of the company are geographically grouped into five regions, over each of which a member of the home office organization serves as regional director. The regional director sees the weekly sales reports of each of

his men and keeps in close touch with them. During the contest these directors sent out each week letters of congratulation for noteworthy production, or of encouragement and suggestion in case of a temporary slump. For this purpose a special letterhead was designed showing the various articles of clothing that were used

In addition to the regular prizes for work in the entire contest, a special cash prize of twenty-five dollars was offered to the salesman who first exceeded his quota. This prize was hotly contested for, no less than three salesmen completing their quota on the same day and telegraphing the sales depart-All were ment to that effect. doomed to disappointment, however, for the winner completed his quota just one day ahead. There was also a prize of fifty dollars offered to the salesman who exceeded his quota by the largest percentage during the entire contest.

In order to sustain interest in the contest on the part of those salesmen who had perhaps started poorly and felt that they had little chance to win a major prize, the sales department at the end of the sixth week wired each dealer that five special prizes ranging in size from thirty-five dollars to dollars would be awarded to those salesmen who exceeded their quotas by the largest percentage during the final two contest. Every weeks of the man in the organization had an even chance for these prizes irrespective of his score in the first six weeks. The pictures of all major and special prize winners were published in the final issue of the "Klassy Klothes Kronicle."

The value of this contest cannot be measured by the amount of business turned in during its eight weeks. The Todd company expects that many of its benefits will be indirect and will continue to be felt long after the contest is forgotten. The prizes themselves will, of course, tend to improve the appearance made by the men who sell the company's products, but a more far-reaching result will come from the fact that approximately 500 salesmen have for eight weeks been thinking, consciously and subconsciously, in terms of neat suits and overcoats, pressed and spotless, clean linen. shines, shaves and haircuts.

Kellogg Canadian Litigation Is Closed

Is Closed

The purchase of the Battle Creek
Toasted Corn Flake Company, London,
Ont., by The Kellogg Toasted Corn
Flakes Company, Battle Creek. Mich,
terminates the lengthy litigation between the two companies which recently reached the point of an appeal
to the Privy Council of Great Britain.

The Kellogg company had been ofcered to restrain from manufacturing
and selling in Canada its corn flake
and Korn Krisp under the names of
Kellogg or Sanitas by the Appellate
Court of Canada. A report giving the
judges' decision appeared in Pratures'
INK of October 18, 1923. The esclusive right to make and sell thee
products under the Kellogg name and
Sanitas trade-mark was granted to the Sanitas trade-mark was granted to the Canadian company, which has now become the property of the United States concern. The Toronto plant of the latter company will be closed and manufacturing in Canada will be continued at the London establishment.

E. D. Berry Joins Dean-Hicks Company

Dean-Hicks Company
Edward D. Berry has become associated with the Dean-Hicks Company,
Grand Rapids. Mich., publisher of God
Furniture Magazine, as marketing
counsel and director of sales service.
For the last three years he has been
director of advertising of the United
Typothetae of America, Chicago Mr.
Berry formerly was managing editor of
The Fourth Estate, New York. and at
one time was director of publicity of
the Lanston Monotype Company, Philadelphia. delphia.

Cracker Jack Appointments
Frank A. Werner, who has bees
associated for many years with The
Cracker Jack Company, Chicago, manfacturer of Cracker Jack and Angelu
marshmallows, has become director of
sales. Frank A. Russell, who has bees
with the company for more than twenty years, has been appointed sales manager. Perley E. Gunton is advertising manager. F. E. Ruhling, who had been general sales manager, has resigned.

Will Continue Philadelphia Art Business

Granville Clark and Donald Barnum who were associated with Charles Husicker Henkels, Philadelphia commecial artist, whose death was reported last week, will continue the business under the name of The Clark Studis at that city.

New York

n B. Woodwa 10 E. 42nd St.

20,000 Housewives provide for 100,000 Persons

300,000 individual meals a day out of The North American Market Basket, prepared by Mrs. Anna B. Scott, famous cooking expert and food economist. Where can you find, in any other medium, a customer for

2,100,000 Meals a Week

This is only one of many proofs of the Reader Dependence that makes The North American the greatest selling power in the Philadelphia Trading Area, richest territory in the United States.

Its Character Creates Confidence

THE NORTH AMERICAN

PHILADELPHIA

New York

n B. Woodward Woodward & Kelly
10 E. 42nd St. 380 N. Michigan Ave.

Hunimer orted inest

THE OLDEST DAILY NEWSPAPER IN-AMERICA — 1771 Detreit San Francisco Woodward & Kelly R. J. Bidwell Co 408 Fine Arts Bidg. 742 Market St.

Fletcher of "Castoria" Fame Left Large Estate

Charles H. Fletcher, founder of the Centaur Company, New York, manufacturer of Castoria. who died at East Orange, N. J., on April 9, 1922, at the age of eighty-four, left an estate appraised at \$3,264,713 gross and \$2,754,553 net. He entered the employ of a proprietary medicine company when possible the entered the employ of a proprietary medicine company when thirteen years old, and later bought from a physician the Castoria formula upon which he founded his business. For ten years prior to his death earnings of the company ranged from the lowest in 1921 of \$135,622 to the highest in 1916 of \$386,451. A contract made in 1917 gave him 22 per cent of the annual net profits for the remainder of his life. of his life.

"Armco" Advertising and Selling Expense

American Rolling Mill Company, Middletown, Ohio, Armco iron and steel, Middletown, Ohio, Armco iron and steel, reports advertising and selling expenses for 1923 of \$737,047, as compared with \$603,602 in 1922, and \$606,918 in 1921. Net sales of the company for 1923 are given as \$26,691,235, in contrast with \$20,294,205 in 1922, and \$11,740,728 in 1921. Cost of sales is shown as \$18,-402,878 in 1923, as against \$13,823,555 in 1922, and \$7,849,052 in 1921. The company reports net profit of \$3,387,483 in 1923, as compared with \$2,417,557 in 1922, and a deficit of \$267,347 in 1921.

Philipsborn's, Inc., Sales Lower

Philipsborn's Inc., Chicago, mail-order women's apparel, reports net sales for the last six months of 1923 of \$7,205,-498, as compared with \$9,320,113 for the first half of last year. Operations in the second period resulted in a loss of \$846,550, and in addition there were charges to surplus aggregating \$440,247, covering a preferred dividend paid in November, a reduction of merchandise inventory from gross to net cost, depreciation set up for past season merchandise, and various other adjustments.

New Mattress Advertising

Campaign "Rest" will be the dominant theme in a campaign on Kingsdown mattresses and springs which the Mebane Bedding Company, Mebane, N. C., will conduct. Copy will stress the fact that a properly constructed mattress and spring constitute the main factor in obtaining rest. This campaign will be directed by Tuttle, Greensboro, N. C., advertising

Campaign for Canadian Oil Burning Furnaces

Large space is being used in Cana-an publications in a campaign or dian publications in a campaign on Holden-Morgan Automatic oil burning furnaces which is being conducted by Holden-Morgan, Ltd., Toronto. This advertising is directed by Norris-Patterson, Ltd., Toronto.

Sales Problems of Paint Industry to Be Discussed

The relation of the sales manager to his salesmen will be one of the subjects discussed at the annual conference of the Paint and Varnish Sales Managers' Council which is to be held at Detroit on June 4. The discussion on this subject will be led by R. W. Lindsay, general sales manager of Pratt & Lambert, Inc., Buffalo.

The conference will be opened and presided over by S. B. Woodbridge, chairman of the council. W. E. Carnegie, president of the Detroit Detroit of the Detroit of th

Carnegie, president of the Paint, Oil & Varnish Club, we come the delegates to Detroit. will wel-

George B. Hendrick, general sile manager, W. L. Douglas Shoe Company, Brockton, Mass., will lead a discussion on "Securing Maximum Co general sales cussion on "Securing Maximum to operation from Retailers in Use of Sales Helps." Other subjects which will be taken up at the conference isclude: "The Second Mile in Busines," a discussion on the relation of the credit department to sales, by E. Liablinger credit manager Hilly Versid. Uehlinger, credit manager, Hilo Varnish Corporation, Brooklyn, and "Future Uehlinger, credit manager, Hilo Varnis Corporation, Brooklyn, and "Futur Developments of the Paint and Varnis Industry." by R. W. Levenhagen, vie-president and general sales manage. The Glidden Company, Cleveland. "The Code of Ethics of the Pain

"The Code of Ethics of the Pain and Varnish Industry and Its Practical Application" will be discussed by H. 6 Sidford, National Lead Company, Nor York, and Charles J. Roh, vice-president, Murphy Varnish Company, Nor ark, N. J., will lead a discussion on "Co-operative Sales Effort through Save-the-Surface Campaign." Willand E. Maston, president of the National Association of Save-the-Surface Salesmen, will speak on "Paint and Varnish Salesmen's Clubs."

Fred G. Low with Green, Low & Dolge

Fred G. Low, formerly sales promotion manager and in charge of advertising for Henry Lindenmeyr & Sons, page. New York, has been made vice-president of Green, Low & Dolge. Inc., as paper distributors, also of New York Mr. Low will direct the advertising of the new concern.

Claude Moore with Clevelan Ad-Art

Claude Moore, formerly advertismanager of The Schwenger-Klein Capany, Cleveland, butchera's supplies, la joined the Cleveland Ad-Art Comparof that city. He was at one time The Griswold-Eshleman Company as The Lees Company, Cleveland adversing agencies.

Chicago Artists Consolidata as Mizen-Plumer-Mizen

The Chicago art organizations of William Plumer and The Mizen Company have affiliated and will be known as Mizen-Plumer-Mizen, Chicago.

MORNING PAPERS

GET ACTION

The Tryout

Success often depends on the initial try-out, what market is selected and what results can be obtained.

To be able to determine actual consumption per capita also gives the agency the right statistical information that can later be made the basis for future appropriations.

—Cincinnati being the typical American city, paralleling the country as a whole, is the ideal place to make your try-out, gather information and base your results. If we can help you, call on us—we are at your service.

I. A. KLEIN Chicago New York

elan

The

R. J. BIDWELL CO. 742 Market Street San Francisco

CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

The Change to

Long Trousers

THE New York farmer is changing. Day by day and month by month he grows more progressive and far-sighted. He is far more prosperous than the average farmer.

But, like the mother who sees manhood

come to her son when it seems only yesterday he was in short trousers, so advertisers are only slightly conscious of the new outlook of the New York farmer and the changing status of the New York farm market.

The New York farmer no longer thinks in the same old way. He no longer is satisfied with obtaining the bare necessities of existence. He no longer forms his opinions and buys his goods blindly as he did a few years ago.

He changed his method of doing business, his ways of thinking, and his outlook on the future when he joined the Dairymen's League Cooperative Association.

In the League are 70,000 of these altered farmers—70,000 of the most progressive



farmers of New York State and adjoining counties of neighboring states. The League is the largest distributor of milk in history. It has assets of over \$19,000,000. It obtained milk prices 26% higher the very first year it was

formed. In it are centered its members' hopes for a prosperous and successful future.

When farmers joined together in this great movement, they wanted a spokesman. They wanted their thoughts and ambitions expressed. No one stepped forward to champion their cause. So, on Feb. 15, 1917, they founded the Dairymen's League News.

Its Reader-interest

The News is the only agricultural paper in America owned and controlled by its readers. It furthers no private enterprise. It serves no political party.

Within a few short years the News has become the favorite farm paper of its reader-owners. A recent questionnain than 30 used to York S disconti

The in the marketi the sci milk, the come.

Adventure of the street in it the moeffective which to You reatelligent farmers ritory. To most abl buy. You a support organization of the street of the str

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Dairy Gentle Plea farm

Addre City . . . tionnaire showed that more than 30,000 News readers, who used to subscribe to other New York State farm papers, have discontinued their subscriptions to all but the News.

The News is their champion in the cause of cooperative marketing. It is their leader in the scientific production of milk, their chief source of in-

Advertising in the News

The intense reader interest in the News makes it the most economical and effective medium through which to advertise to the New York farm market. You reach the most intelligent and progressive farmers in this rich territory. They are the ones most able and willing to buy. You reach them as a supporter of their own organization and paper.

Advertisers have been gradually recognizing the unusual influence of the News. More and more are discovering the force of this new and powerful publication.

Those who have tried the News have found that it returns an unusually high ratio of sales per dollar expended in advertising. They have increased the size of their contracts again and again.

From the standpoint of advertising lineage, almost every issue of the News this year has broken all records for similar issues of previous years. One recent issue alone carried eight new contracts from national advertisers.

A publication has to yield extraordinary returns to so increase its business.

DAIRYMEN'S NEWS

If you are interested in selling your goods to this new and different New York farm market—if you want to send your selling message to the 70,000 most prosperous and progressive of its farmers-it will pay you to investigate the News. Tear off the coupon below and send it to us. We'll send you a booklet on the great cooperative farm movement in this territory. This booklet will interest you both as a buyer of space and as a business man interested in new merchandising ideas and progressive marketing policies. When you've read the booklet, you'll understand why the farmer of New York has different ideas than he had a few years ago, and why today you can sell him most efficiently and economically by advertising in the Dairymen's League News.

Dairymen's	League	News,	120	W.	42d	Street,	New	York	City	

Please send me your booklet on the change in the New York farm market.

Name. Address

City

Modes & Manners



THE circulation of *Modes & Manners* is controlled. Authorized buyers in 250,000 homes have been given the *privilege* of reading it.

These 250,000 are the preferred customers of nationally prominent dry goods and department stores located in Boston, Pittsburgh, Philadelphia, Toledo, Cincinnati, St. Louis, Los Angeles and San Francisco.

PUBLISHED BY

THE STANDARD CORPORATION

CHICAGO NEW YORK PARIS

PATRICK F. BUCKLEY, Advertising Manager 208 SOUTH La SALLE STREET, CHICAGO, ILLINOIS

ROBERT R. JOHNSTON, Eastern Advertising Manager 681 FIFTH AVENUE, NEW YORK, NEW YORK The

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The Difference between Sales Managers and Sales Managers

The Answer Can Be Found in What a Sales Manager Does and How He Does It

By R. R. Deupree

General Sales Manager, Procter & Gamble Co.

THE sales manager—What is a sales manager? What does he do? Why does he exist? In other words, what is he there for?

As I see it, a sales manager lives by right of his ability to promote sales. He does this by (1) Sales Planning.

(2) Operation of Sales Organ-

ization.

With proper sales planning, the results of his organization come easier, and naturally make for larger tonnage. Therefore, I want to take up first, Sales Planning; and second, Sales Organization

In thinking of sales planning, my mind naturally runs to the man who is alive to his opportunities. If a field sales manager for a large company takes the attitude of mind that his company must have a policy for the running of its business; that his company is thinking of a coordination of ideas; that company, as a whole, is gathering data and sending them to him with the idea of helping him to build sales; is giving him the benefit of its experiences in other territories; is pointing out ways that other men have improved their districts, such a man is at least in a proper frame of mind to plan his sales program in the most effective way.

A man has no business accepting a position of sales manager, who is not willing to shape his mind to accept what I have enumerated here. The trouble we find is that the men apparently accept them so far as their statements are concerned, but they do

not literally adjust themselves to truly accept the basis. These men take more supervision, more time and effort of the officials of the company, and it is very hard to make them understand why they are not as successful and don't earn as much as some other men.

Now, the real big difference between sales managers and sales managers and sales managers is—one of them will take an idea and develop it. He will get every ounce of meat that there is in it out of it. The other one either discards the idea as being worthless without thinking about it or passes it on to his sales force in a perfectly humdrum sort of way.

One man is a sales manager in the real sense, and the other is holding his job by sufferance. One man has the "spark" and the other man is short-circuited.

I can think of men in our own company who will jump in and capitalize on the slightest piece of information, or the slightest idea advanced to them, will work it hard, and get three or four times the results of some of our other men. But it takes a lot of effort on the part of the Home Office Organization to get a certain type of man to turn his mind quickly enough in the right direction on helpful ideas.

We have a term which we use now and then with men, which is this—"Office Sales Managers."

For some unknown reason, the average salesman who has worked his way through from field work, and is made a manager of men, and given a desk, seems to get the idea that he cannot be away from that desk or the business won't go right.

Office sales managers! I can't give them a standing in court.

I venture to say that a desk

Portion of an address before the American Management Association's Annual Sales Executives Convention at Chicago.

has ruined many a fine man. It is unfortunate that we have to have them. A manager of sales, a manager of men, who does not travel around and keep familiar with the ever-changing conditions in his territory by seeing them himself, and who does not meet his organization right on the field where things are fresh and where the picture is true, is certainly getting very much less out of his job than the job is entitled to.

It seems to me that that is performing a real duty to a company, and to a sales organization, for it increases the consumption of the kind of goods the company is selling. It is not merely taking it away from a competitor.

A manager gains a great deal with his men through a move of this kind. It stamps him as a man who is thinking. It gives him a firmer standing with, and increases the respect of his organization for him. It vitalizes the work of the entire organization. It is something which hardly can be measured.

Before leaving sales planning, I want to talk just a minute on "quota setting." Quota setting is not only helpful in giving a goal to the sales force, but it is a measuring stick for the company to judge a salesman's work, and for the salesman to judge his own work, and the deeper significance of quota setting is the fact that the manager setting the quota must know conditions in the respective salesmen's territories. It is a whip on him to know his job so that he can intelligently set a goal for his men.

I want to give just a personal feeling in closing the sales planning and quota subject that I have about quotas. Our experience at least has proved that a quota reaching to the moon, and which the salesman misses by 35 or 40 per cent, should not be set. I think it is demoralizing. I think a quota should be placed on what seems to be a reasonable increase to expect in a business. It should be placed with the idea that the salesman by doing good work will hit 100 per cent and

more. Some men will argue that, to put it on a reasonable basis, the salesman ceases to work once he sees that he is going to reach his quota. Our experience has been the other way. The salesman will go over that quota many times. I have never seen him stop on the 100 per cent mark; as a matter of fact, he has got the sales fever, and when he is running that strong he cannot stop.

OPERATION OF SALES ORGANIZATION

The selection of your men: A man who is going to build a sales organization must certainly create in his mind an ideal. Without an ideal, he can get nowhere. He must visualize the characteristics of that organization which he wants. He must see that organization function in his mind's eye. He must think of the men who would be best suited to carry out his plans.

Starting with that a man will say to himself: "Now, what kind of men do I want?"

Now, usually a man creates in his own image. It is true biologically. It is true mentally. It cannot be helped, and right here I want to make the point that it will be very difficult to create an organization stronger or different from its leader. A man does not create in this world that which he might wish for, but he creates that which he is

I think back to the proverb which runs something like this: "As a man thinketh in his heart, so is he."

We will make a practical application of it. A man cannot be of the type which is willing to misrepresent, evade, cut corners, etc., in order to put over a sale at any expense, and expect bouild a sales organization of men who carry a true ideal and who will believe in doing the fair and proper thing under all circumstances for their company.

A man to select a proper organization must be a proper man He must have the proper idea and ideals in order to attract and I will say to know, me



Our May Issue the largestyer!

96 advertisers-all leaders.

In the industrial equipment field for example —

Amer, Radiator

Amer. Tel. & Tel.

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sale

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Dodge Mfg.

Hyatt

Jeffrey

National Lead S K F

General Electric Western Electric

Westinghouse

NATIONS BUSINESS

Washington

150,000 Gradation (Member A.B.C.)

who can carry them into execution.

Therefore, to build your organization, a man must get himself right first and then put whatever is the proper amount of time and effort into selecting those men with characteristics which can be built on to carry out his work.

The job of selecting personnel can be done on a guess or guarantee basis, depending upon the

sales manager.

There is a great deal written on the subject of selection of men. The American Management Association has taken a great step in that direction, and a simple chart of a man's own experience with men will make it possible for him to automatically eliminate certain types because his history has shown him that such types do not pan out.

Therefore, it is well worth any man's time to handle the selection of his organization along a pre-arranged plan which I will call a guarantee rather than a

quess base.

When you have your organization selected, it seems to me the next step is your method of han-

dling it.

I put down "fair treatment—no favorites." From my own personal experience, I want to say that it is very hard not to show favoritism in an organization. You are bound to have your likes and dislikes in any body of men. Some men's personalities just naturally appeal to you, but I think this viewpoint on personnel will make it easy to handle them without favorites, and that is this: I'll take an extreme case.

We will say to a certain sales manager that you have a man in your organization of whom you are very fond, and yet it is quite clear that he is not producing. We will say the man is married, has a number of children, and you know for him to lose his position would work a great hardship upon him and his family, and your tendency is naturally to be what we will call "soft" with that man.

You say that it is sentiment, and sentiment belongs in business. I agree with you. As a

matter of fact, sentiment is probably one of the largest controling factors in business, but sentiment has no place in forcing you to do something which is wrong—wrong for your company, wrong for the man in question, wrong for you and wrong for some other man who should have that position.

It is a mistake to feel that sentiment should let you deprive your company of the service of a proper man in any position. It is certainly wrong for the man whom you are keeping because you are not running a charitable organization. You are running a business and no man can hope to continue in a position which he is not qualified to hold. It is certainly wrong to you and hampering your progress, and, last but not least, there is some deserving man who has the capacity to fill the job.

FAVORITISM IS NOT NECESSARY

You don't have to show favoritism in your organization to be liked by your sales force. What a man must have above all things is the absolute respect of every member of his force, and believe me, they know when you, in a moment of weakness, allow yourself to do something which is unfair and wrong even though you may label it extreme fairness and sentiment.

A sales manager who cannot command the absolute respect of his men is going to get into trouble.

Teach the men to take criticism, and by criticism, I don't mean

giving a man "hell."

If a sales manager has the respect of his men, the confidence of his men, and they know that he has their interest at heart, that he is doing everything possible to further their interests, he can criticize at any time, and on anything, and it will be welcomed. I know this, as I have done it.

When I was in work, a number of men were directly under me, and where I had contact with them, and where I employed them and was responsible for

(Continued on page 81)

"Send for Illustrated Booklet"

More and more this line is appearing in magazine and newspaper advertising. The idea is excellent. Not only does it serve as a check-up on the pulling power of the copy and the relative effectiveness of the medium, but it also affords an opportunity to turn casual inquirers into real live prospects—to make new friends all over the country.

It is most important that the booklet to be sent fills these three requirements:

- It must be written in a clear, interesting style.
- It must be well illustrated—for today pictures are almost as essential as copy.
- It must be well printed. The prospect always judges you by your printing.

This is what we can do:

- 1. We can furnish clear, interesting copy.
- We can furnish the highest quality of art work and engravings.
- 3. We can print as well as it is possible to print.

Can we help you?

Charles Francis Press

461 Eighth Avenue Telephone Lackawanna 4300 Printing Crafts Building, New York

Apr. 24.

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THE CLEVELAND PRESCHE 196,039

THE PLAIN DEALER THE NEWS ----

THE TIMES ~~~~

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HE CLEVELAND PRESS

JULIED NEWSPAPERS, INC.

52 Vanderbilt Ave., NEW YORK.

With Branches in

With Branches in CLEVELAND SAN FRANCISCO

A Record Unsurpassed

	Years Represented by E. Kats Special Advertising Agency
	Hutchinson News26
	Erie Times
	Joplin Globe
	Jacksonville Journal23
	Lexington Leader23
	Oklahoma City Oklahoman21
	Ansonia Sentinel20
	Muskogee Times Democrat18
	Cheyenne Tribune13
	Shreveport Journal13
	Montreal La Patrie11
	Huntington Advertiser 7
	Ardmore Ardmoreite 7
	Wichita Falls Times 6
	Asheville Citizen 6
	Colorado Springs Telegraph. 4
	Butte Post 4
	Massillon Independent 4
	Okmulgee Times 4
	Waterloo Tribune 4
	Wichita Beacon
	Coffeyville Journal
	Denison Herald 2
	Paducah News-Democrat 2
	Honolulu Advertiser 1
radi .	Months
	Durham Herald19
	Bluefield Telegraph18
	St. Joseph Gazette 9
	Danville News 9

From any of these publishers you can get the reasons for this record.

At our own offices you can ascertain our business-getting methods.

E. Katz Special Advertising Agency Established 1888

Publishers' Representatives

58 WEST 40th STREET NEW YORK CITY
(between 5th & 6th Avenues)
CHICAGO KANSAS CITY ATLANTA SAN FRANCISCO

Apr. 24

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them, I will say that the organization reached a point where the men would voluntarily say: "Now, you have made no criticism on my work for the last thirty days. What about it?"

It may be that I had so thoroughly drummed on the point that we never criticize men except when we are interested, and that when we cease to criticize it must mean one thing only, and that is that we had given up hope of bettering the man; that it produced the effect I told about, but whether that was it or not, I know from actual experience that a sales manager can train an organization to receive proper, constructive criticism without them taking it in the wrong way, and without sulking for days over what some men would term a "call."

I am willing to make the statement that a sales manager must feel a responsibility for the success or failure of his men just the same as he would feel the responsibility for the proper rear-

ing of his children.

If managers of men could feel with their whole being that whenever they lost a man, it was their fault, whenever a man failed, it was their fault, whenever a man dragged, it was their fault-they would have what to my mind would be the true outlook upon an organization.

Now, in direct contrast to what I have said here—and maybe it will be said that it is incongruous -I make the statement that no sales manager ever developed a man; that no sales manager is, what a lot of men term, responsible for a man's success. least, I would never so consider

All a sales manager can do is to help a man help himself, and that is the great responsibility. It is very natural that, if the sales manager selects his men properly, it is just a question of being able to help those men to get the best out of themselves, and, when that is done, they are bound to do the job right.

In order to carry out this responsibility a man has to go farther than the mere knowledge of what his men are doing in busi-ness hours. To my mind, he should positively know their home conditions. He should know their circumstances in as much detail as possible, otherwise he is liable to be treating them for a cold when as a matter of fact, it may be something of a cancerous growth.

He may feel that the salesman has grown stale, is not alive, not on his toes. He may even feel that he has lost interest in his work, which in a measure would be true, but the cause of it may be a home condition, and without a knowledge of what is going on there, he is unable to cope with the situation.

The last point on the sales organization is that of perpetuating

the organization.

I am not going to dwell on that any more than to make the statement that Procter & Gamble judgment of a sales manager is based largely upon such man-ager's ability to create and perpetuate his organization, and that means perpetuating it for the company-not what we will call a personal organization. We talk to our men along this line.

Bret Harte's Copy Brings High Price

MORSE INTERNATIONAL AGENCY

NEW YORK, April 9, 1924.

Editor of PRINTERS' INK:
At a recent auction held by the
American Art Association in New York. an old-time advertising booklet of Sapolio, written by Bret Harte, composed of eight verses of four lines each, was knocked down to the highest bidder at

booklets have afterward become valuable by reason of the later fame of the authors or for any other reason? It appears to me that it would be interesting to know of such occurrences if they exist.

Morse International Agency J. W. Atherton.

Sectional Summer Cottages Advertised

The Schultz Bros. Co., Ltd., Brantford, Ont., is conducting a campaign in Eastern Canadian Publications on Brantford Sectional Summer Cottages. This advertising is placed direct.

A Halt Called on Government Food Standardization

United States Supreme Court Upholds Contention of Nebraska Bakers That Action of State of Nebraska in Fixing Maximum Weight of Bread Sold in That State Is Unconstitutional

Special Washington Correspondence

EGISLATION intended to fix standards for the weights of food products was somewhat curbed by a decision of the Supreme Court last week, in an opinion which held that laws of the kind, to be constitutional, must not be unreasonable or arbitrary, and repugnant to the Fourteenth Amendment. The decision is particularly interesting at this time because of the general movement for the standardization of food product units, the Haugen Slack-Filled Package Act* and other similar legislation before Congress, and the act to fix standard weights of bread on which House committee hearings have been held.

The case was brought to the Supreme Court of the United States by three manufacturing bakers and one retailer. located in the State of Nebraska. The bakers sell a total annual volume of approximately 500,000 pounds of bread, and, with the retailer who sells the product principally by the single loaf, they brought suit again the Governor and the Secretary of the Department of Agriculture of the State to restrain the enforcement of an act fixing minimum and maximum weights for loaves of bread. The suit was brought on the ground that the act is repugnant to the due process clause of the Fourteenth Amendment; but the State Supreme Court ruled against the bakers' contention and sustained the act. 31, 1921, March

Nebraska Legislature approved

*See "Vital Information for Manufacturers of Packaged Products"; PRINTERS' INK of April 3, 1924, page 142.

an act, called the Smith law. which provides that every loaf of bread made for the purpose of sale, or offered for sale, or sold. shall be one-half pound, one pound, a pound and a half, or multiples of one pound, and prohibits loaves of other weights. It allows a tolerance in excess of the specified standard weights at the rate of two ounces per pound and no more, and requires that the specified weights shall be the average weight of not less than twenty-five loaves, and that such average shall not be more than the maximum nor less than the minimum prescribed. Violations of the act are punishable by fine or imprisonment.

The bakers contended that the provision fixing the maximum weight in the statute was unnecessary, arbitrary. They did not question the power of the State to enact and enforce laws calculated to prevent the sale of loaves of less than the purported weight, and the brief of the Attorney General of Nebraska states that the law is concerned with weights only.

Justice Butler, in delivering the opinion of the United States Supreme Court said that undoubtedly the police power of the State may be exerted to protect purchasers from imposition by the sale of short-weight loaves, and that many laws have been passed for that purpose. But, he explained, a State may not, under guise of protecting the public arbitrarily interfere with private business or prohibit lawful occupations or impose unreasonable and unnecessary restrictions upon them. He said further that it was the duty of the court to determine whether the challenged provision has reasonable relation to the protection of purchasers against fraud by short weights and really tends to accomplish the purpose for which it was intended.

In holding that the provision is not reasonable, Justice Butler pointed out that a number of things contribute to produce unavoidable variations in the

Press-Tested Electrotypes

The Test Proof Tells

The Reilly system of test proofing all plates means no extra cost to you. It's a part of our regular process of making electrotypes.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York
TELEPHONE FITZROY 0840

weights of loaves at the time of and after baking. He mentioned the variable moisture content of the different kinds of wheat and other ingredients, and that the resultant degree of moisture cannot be completely controlled.

The decision of the State court indicated that the bakers could keep within the provision of the law by wrapping their bread; but on this point Justice Butler said that the uncontradicted evidence shows that there is a strong demand by consumers for unwrapped bread, and that the bakers had a right to furnish it

to their customers.

"It would be unreasonable," he continued, "to prevent unwrapped bread being furnished to those who want it, in order technically to comply with a weight regulation and to keep within limits of tolerance so narrow as to require that ordinary evaporation be retarded by wrapping or other

artificial means."

After commenting on the contention of the State court that the maximum weight limit is to prevent fraudulent sales, he said that there is no evidence in support of the thought that purchasers have been or are likely to be induced to accept a nine-and-a-half or a ten-ounce loaf for a pound loaf, and that it is contrary to common experience and is unreasonable to assume that there could be any danger of

such deception.

"Imposition through weights," he explained, "readily could have been dealt with in a direct and effective way. For the reasons stated, we conclude that the provision that the average weights shall not exceed the maximums fixed is not necessary for the protection of purchasers against imposition and fraud by short weights and is not calculated to effectuate that purpose, and that it subjects bakers and sellers of bread to restrictions which are essentially unreasonable and arbitrary, and is therefore the Fourteenth repugnant Amendment."

Justices Holmes and Brandeis dissented from this opinion.

Dealers Urged to Prepare for

Normandy Voile Campaign
Rotogravure newspapers will be used
in thirty-nine cities in a campaign which
Fred Butterfield & Company, Inc. New
York, will conduct on Normandy Voile.
In business-paper advertising the conpany urges retailers to tie-up with thi
campaign. They are told that they can
divert the valuable business which thi
advertising will create by effective displays of the product and hy using the
dealer-help material which the company
will furnish. The trade is told to profit
by the experience which followed the
campaign last season when "mcrchant
reported that they were almost swamped
with the demand for Normandy Voile,
and greatly impressed by the number
of patrons who insisted on seeing the
name on the selvage or in the label of
the dress."

Store Advertises Itself as City's Pantry

A Clarksburg, W. Va., dealer calls attention in newspaper advertising to the pantry as it once was and now is. This firm, the Chicago Dairy, styles itself "Clarksburg's Pantry." The text, captioned: "A City with a Pantry," recalls that in olden times the pantry was a large room where several weeks fool supply was stored. This large storroom, it continues, is almost eliminated in modern times because "Clarksburg's Pantry" serves the entire community and reduces the housewife's problem to bying good things to eat. The company groups eight departments in one store and bandles practically everything in the way of food.

Albany, Oreg., "Democrat"
Appointment

The Albany, Oreg., Democrat, evening newspaper, has appointed M. C. Mogensen & Company, Inc., publishers' representatives, San Francisco, as Pacific Coast representatives.

W. H. Hamann Joins Skywriting Corporation

William P. Hamann, who has been with the Chicago Tribune in its Eastern advertising department, has resigned to join the Skywriting Corporation of America, New York, in charge of sales.

With Los Angeles "Evening Herald"

William M. Dorsey has joined the advertising department of the Lot Angeles Evening Herald. He was formerly with Smith & Ferris, advertising agency of that city.

S. Raddon, Jr., has joined the advertising and promotion department of the Ersted Machinery Manufacturing Company, Portland, Oreg. He previously had been engaged in editorial work with the San Francisco Examiner.

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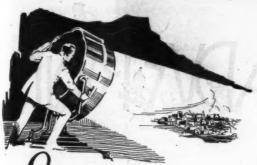
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GIRCULATION

APOLEON had a peculiar aversion to merchants. He once said: "A merchant does not make money as a general wins battles-at a single blow." But Napoleon lived before the time of concentrated circulation. A napoleonic merchandizing opportunity to increase business growth is offered by the concentrated circulation of 8,000 Country Weekly Newspapers. Do not use your appropriation to support a confusion of outlets with magazine advertising. Use 8 or 8,000 Country Weekly Newspapers-focus your campaign on your distribution centers. Reach any number of potential consumers up to 60,000,000 at a single blow through Country Weekly Newspapers headquarters-

American Press Association

225 West 39th Street, New York

EXECUTIVES

John H. Perry, President William Griffin, Vice-Pres. Emmet Finley, Sec'y and Gen. Mgr. George A. Riley, Treas.

PRINCIPAL OFFICES

122 South Michigan Avenue, Chicago

Erresge Building, Detroit 1015 Chestnut Street, Philadelphia
58 Satter Street, San Francisco Central Building, Seattle
365 Candler Annex Building, Atlanta

COUNTRY NEWSPAPER HEADQUARTERS



Ohms & Advertising

WHY not? Advertising has many points of similarity with electricity. Both are useless without mediums of transmission. Like electricity, the amount of advertising power delivered to a given objective depends upon the nature of the medium as well as the intensity of the message.

And there is resistance, too, in advertising—advertising "ohms" as well as electrical ohms. Unfortunately, we have not been able to measure advertising resistance accurately, but that should not prevent the use of such knowledge as we possess.

We do know that all power used up unnecessarily in transmission is wasted. What counts is the power, or the advertising delivered to the point of application. And advertising

THE ASSOCIATED BUSINESS PAPERS, INC. Headqu. Over 120 Papers Reaching 54 Field

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power IS being wasted by the use of improper mediums—poor conductors.

Advertising "ohms" can be cut out of the circuit by picking mediums of maximum conductivity, leading DIRECT to the sales point, with no resistance coils at the buyer's end.

Eliminate roundabout circuits; CONCENTRATE on the massed buying power instead of broadcasting; amplify your message by connecting up with the auxiliary batteries of reader interest.

And these specifications point directly to Business Papers—and especially the kind of Business Papers which are in the A. B. P.—papers which are essential tools in the kit of every competent advertising craftsman.

A.B. P. papers stand for perfect advertising transmission and not only will deliver undiminished all advertising power but will step it up and regenerate it through the supporting interest of their specialized news and advertising service.





A.B.P.

es Member of The Associated Business Papers, Inc.", means proven circulations, PLUS she highest standards in all other departments.

Headquarters, 220 West 42d Street - New York
Fields of Trade and Industry



IMAGINE A SUPER-STORE

doing an annual business of more than ten billion dollars—

SELLING ten thousand "items," from cerise sealing wax to ermine evening wraps,

- —Striving daily to satisfy millions of varied requests (and successfully),
- Spending fortunes in entirely extra services (delivery, charge-it privileges, rest rooms, etc.),
- —Using far more advertising space than any other single factor,
- Turning on a personal selling pressure unmatched in the history of trade from the time of Phoenician barter to today,
- —Studying, searching the markets of the world to select best possible values in merchandise matching the personalities and the purses of its conglomerate customers,
- —Buying in advance, in quantity, under professional obligation to judge rightly or go under,
- —Successfully marching on, steadily expanding amid the keenest competition of commerce past or present.

Such is the composite of 35,000 first stores regularly reached by the Economist Group, a mighty power molding the very civilization of the land—the world's greatest buyer, the world's greatest seller, the world's greatest merchandising force.

These are the factors who create sales successes—what is their favor worth to you?

97% of dry goods and allied lines are pre-determined by the merchant. To his patrons he alone is responsible for the merit of his goods.

The ECONOMIST GROUP reaches more than 45,000 subscribers, in 35,000 stores, in 10,000 cities and towns, stores that do 75% of the nation's total "dry goods" business.

The ECONOMIST GROUP

DRY GOODS ECONOMIST (National, Weekly)
MERCHANT - ECONOMIST (Zoned, Fortnightly)

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Radio Advertising an Intrusion, Says Westinghouse Official

Lacks Authority of Printed Word and Would Enter Homes as Unwelcome Guest, Is View of J. C. McQuiston, in Address before Engineering Advertisers

WHAT may be regarded as an authoritative summary of the views of the Westinghouse Electric and Manufacturing Company on radio as a vehicle for advertising was presented at the meeting of the Engineering Advertisers Association at Chicago, April 14. J. C. McQuiston, manager of the Westinghouse Department of Publicity, said without reservation that radio could not hope to establish itself as a successful or desirable advertising medium. His address was broadcast from station KYW, located in Chicago.

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In the first place, radio lacks the authority of the printed word, said Mr. McQuiston. The world likes to see in print what it has been told and it is unwilling to put faith in utterances which are not confirmed. The additional fact that radio has become and will continue to be a home institution, he continued, must further handicap its effectiveness as an advertising medium because nothing should be permitted to enter the home except that which is freely invited and welcomed.

Mr. McQuiston's address, because it may be looked on as voicing the policies of a large commercial organization closely allied with the radio industry, is given in part below:

"Much of the stirring emotion of radio has passed away, even though less than four years ago the general public for the first time had the unusual thrill of hearing speeches and music by this instrumentality. It all goes to show how the wonders of yesterday become the commonplaces of tomerrow. With it all, however, radio, like all other great inventions, rapidly changes the habits of people. We step a little faster, we think a little faster, we

more quickly grasp a situation, our action is stimulated because of a better appreciation of things in general. Travel and communication, with the background of the press, have sharpened the wits of mankind, so that today almost anything that has to do with national and world affairs finds an appreciative and understanding ear, no matter where you go.

RADIO AN AUXILIARY

"The introduction of radio was just an additional agency further to broaden the mind of man to enable him more quickly to tune in with world affairs. Some ask if the radio will replace the newspaper. It seems to me no one needs to be alarmed about this. I am quite sure the publisher is not. Those papers that had the foresight to connect up with radio by printing the best programs and giving interesting information pertaining to radio have built up their circulation in a wonderful way.

"This was to be expected, because, after all, things uttered must be confirmed in print. No matter what is said over radio, it seems absolutely necessary to see it in print to give it the setting of authority. We quote prices and make promises, but we confirm by letter or print. Radio is supplemental, after all, to the printing press. Newspapers and magazines will continue to thrive and thrive even more because of radio. More people will be interested in news printed in the newspapers and magazines, and in consequence there will be more readers. Radio is, after all, a supplemental agency to the newspapers with a wonderful force for the stimulation of interest for more reading

"I have been asked, Will radio

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serve the advertiser?' My answer is 'No.' The home is a sacred place and whatever enters the home should be invited. Therefore the newspaper, the magazine, the letter or any other vehicle that has been used for advertising has entered the home with the consent of the owner. However, radio has given us a new problem to solve. This problem is that of intrusion. The radio advertising message would enter uninvited. Therefore it would be unwelcome. There might be a few who would incidentally derive benefit from such advertising, but most of the millions who would be listening in would have no interest at all in the particular message.

"It is an established fact that radio brings to the home and fireside clean, wholesome amusement and educational features suitable for every member of the family, which could not be had from any other source at any time. Radio is peculiarly an institution of the vitally Because it so touches the home, it must be safeguarded. The home is the radio audience and the home will censor This will safeguard it from commercial prostitution and from unclean features."

Advertises "What's Inside" Mattresses

The opportunity which exists for quality mattress manufacturers to capitalize on the National Vigilance Committee campaign against "mattress-bootleggers" was pointed out PRINTERS' INK.

The Nachwar Spring Filled Competition

The Nachman Spring-Filled Company, Chicago, now informs the trade that space in more than thirty-two publications will be used during 1924, featuring "what's inside" of upholstered furniture and mattresses which are built with Nachman Spring Units. In this advertising, a free book entitled, "Sleep Your Cares Away" is offered light sleepers, and another "What Every Woman Wants to Know," about period furnishings, is offered to women on request.

Governors of Mail Advertising Service Association to Meet

The semi-annual meeting of the board of governors of the Mail Advertising Service Association of North America will be held at Cleveland, Ohio, on April 24 and 25.

Joint Catalogue Brings Companies Together

Ryrie Bros., Limited, Toronto, In become Ryrie-Birks, Limited. The business is an affiliation of Ryrie Bros. asi Henry Birks & Sons, jewelers. Usder the name of the Ryrie-Birks Yee Book both companies annually districted from coast to coast a gift est logue. This catalogue has developed a wide reputation and has brought businessed in the companies close together. "It is not felt that this close association should be expressed in the name, hence the change," said James Ryrie in an avertised announcement. Mr Ryrie is president of the new company as J. Earl Birks has become vice-presiden and managing director.

Elected Vice-Presidents of Barnard Agency

A. J. Weber and H. D. McConnaugher have been elected vice-presidents of the Barnard Advertising Agency, Inc. Chicago. Mr. Weber is in charge of space buying and Mr. McConnaugher is charge of production.

Made Business Manager, Washington "Daily News"

Ralph H. Quinn has been appointed business manager of the Washington D. C., Daily News. Until recently he was advertising manager of the Carcinnati Post.

E. E. Howie Joins O'Connell-Ingalls

Ellsworth E. Howie has been appointed an account executive of the O'Connell-Ingalls Advertising Agency. Boston. He was formerly with the Dil & Collins Paper Company, of that city

Heads Highway Advertising Company

S. B. Williamson has become proident of the Highway Advertising Conpany. Birmingham, Ala. He also is president of The Smith Company, cotractor, of that city.

Bradford Rhodes, banker and philisher of The Bankers' Magasine, No York, died at his home in Mamaroost, N. Y., on April 15, at the age of stenty-five. He founded The Rhodes lownal of Banking in 1877, later purbang The Bankers' Magasine, and mening the two under the latter name.

H. S. Chase with Gundlad Agency

Herbert S. Chase, formerly with the Morse International Agency, New Yes its now production manager and art distor at the New York office of the Gundach Advertising Company, Chicago.

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Subject-Meet the Consumers

Gentlemen:

Do you meet the consumers of your goods—in large numbers and widely scattered localities—or do you theorize, and guess, and experiment, and enforce your individual, unproven opinions?

We find that it is a source of unlimited inspiration and education to a copy writer to go right into the homes to talk with the women who are buying, using, criticizing and praising a product for which we are doing the advertising; to work behind the counters of stores, and in that way gauge the resistance and slants of prospective purchasers; to take charge of our booth at a trade exposition or convention in order to feel out the headline captions that will catch mass attention.

Weary days spent in interviewing buyers, department heads, merchandise managers, store advertising directors and window dressers for the purpose of checking up their own findings and getting the consensus of trade opinion, yield much new and valuable material and a fresh viewpoint for writing copy that "pulls."

It's a hard, grinding, painstaking job—writing for us. No factor is treated lightly. Every phase is important. It is business building—not literary recreation.

We have the business viewpoint. For twenty-nine years (since 1895) the originators—the present owners who are still active executives of this agency—have been in the harness, slowly, steadily building the firm's affairs into a human, personal, working group.

Why don't you talk with us about your marketing problems?

Yours very truly,

M. Gould Company

Advertising Agency

454 Fourth Ave., N. Y.

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Remington Arms Derive Profit A Way to Reduce Deficit of from All Lines

"All the company's lines of business are profitable," said Samuel F. Pryor, chairman of the executive committee of the Remington Arms Company, Inc., New York, on the occasion of the com-pany's recent stock issue. The company or its subsidiaries manufacture Reming-

or its subsidiaries manufacture Remington UMC ammunition, firearms, cutlery,
and cash registers, and has plants in
this country and England.

The company's output of cash registers
is the second largest in the world, Mr.
Pryor states and is the company's newest
and one of its highly successful fields.

"Its investment," he said, "is just beginning to come into the development of
its full earning power. With continued
growth of its cash register production
and sales, considerable further increases and sales, considerable further increases in income and profits are anticipated."

Girard Hammond with George Batten

Girard Hammond has joined George Batten Company, Inc., New York. He formerly was sales manager of the Dairymen's League Co-operative Asso-ciation, Inc., New York, and at one time was advertising manager for both the association and the Dairymen's League News. More recently Mr. Hammond has been with The Crowell Publishing Company, New York.

Park & Tilford Sales

Park & Tilford, Inc., New York, grocery distributors and retailers, for the last five months of 1923 report sales totaling \$3,565,993. Since last August the company has been under new managethe company has been under new management, controlling interest at that time having been purchased by David A. Schulte, president of the Schulte Cigar Stores Company. For the same period, cost of sales and operating expenses are shown as \$2,935,614, and operating income \$630,379.

Russell Sherwood Benedict Dead

Russell Sherwood Benedict, vice-president of Wylie & Sutton, Inc., New York advertising agency, died at his home in Great Neck, N. Y., on April 15. Mr. Benedict was twentyhis five years old.

Made Director of Champion Spark Plug

Fordyce B. Caswell, general sales manager of the Champion Spark Plug Company, Toledo, has been elected a director of that organization.

Joins Philadelphia Agency Howard H. Yaw, formerly with the Herbert M. Morris Advertising Agency, has joined the contact staff of George W. Edwards & Company, Philadelphia advertising agency.

Post Office Department

THE PRICE CURRENT-GRAIN REPORTER

THE PRICE CURRENT-GRAIN REPORTE Editor of PRINTERS INK:

I have read with much interest the article on page 10 of the April 10 issue of PRINTERS INK relative to postal pay raise, etc. I am firmly convinced that the Post Office Department of the United States has not had a fair deal with the other department at Washington and I can see no good reason for the United States permitting any frank matter to go out through the Post Office.

Post Office. If the Agricultural Department, Treasury Department, Department of the Interior, Senators or Representa-tives send out mail matter, which they tives send out mail matter, which they do by the ton, there is no good reason why they should not have an appropriation made by Congress to cover this postage requirement and then go to the Post Office Department and buy what they need, the same as anyon else. This would then let us know exactly the revenue from mail matter and I am sure if all of this frank matter had to be paid for. that the Post ter had to be paid for, that the Post Office Department would show a profit and perhaps we would be able to have lower second-class rates at least, and there is no good reason why the Department of Agriculture, for example, should sponge off of the Government for free postage. I think that this question ought to be agitated by all the publishers over the country and be brought about.

THE PRICE CURRENT-GRAIN REPORTE.

J. CARVER STRONG,

Manager. and perhaps we would be able to have

New Advertising Business at Chicago

Victor A. Irvine has formed a gen-Victor A. Irvine has formed a general advertising and art service business under the name of Irvine & Company with offices at Chicago. For eight years Mr. Irvine was with the advertising department of Bude Brothers, Chicago. More recently the has been catalogue manager of the American Wholesale Corporation, Baltimore. Associated with Mr. Irvine are Harold C. Spittle, designer, and Paul R. Kreger, illustrator.

Carroll McCoy Sheridan Dead

Carroll McCoy Sheridan, promotion manager of the King Feature Syndicate. New York, died at that city on April 16 at the age of thirty-five. Mr. Sheridan was formerly promotion manager of Hearst's International Magazine, and had been in advertising work for several years.

J. W. Beckman Joins Allman Agency

James W. Beckman, formerly with joined the Allman Advertising Agency, Detroit. 1924 it of

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Remember! Every advertisement you print has to compete for readers with the editorial pages as well as with every other advertisement in the magazine. Good illustration and good copy help—so does fine typography.



J. M. BUNDSCHO, INC.

Advertising Typographers
58 E. WASHINGTON - 10 E. PEARSON
CHICAGO

HERE TYPE CAN SERVE YOU

Apr. 24. 1924

PRINTERS' INK





From the landing of the Pilgrims, the frontier of agriculture has been the boundary of our national growth. Agriculture is national.

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NEW YORK

PHILADELPHIA

CHICAGO

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And just as agriculture is national so The Farm Journal is national, because its circulation has grown concomitantly with agriculture.

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\$50,000 invested in up-to-date mailing equipment to insure prompt and safe delivery of The Household Journal to the

700,000 MAIL SUBSCRIBERS

In this manner we avoid the waste and subsequent loss to the advertiser caused by inefficient and inaccurate mailing methods. In spite of the heavy expense thus incurred by protecting our advertisers we still offer the lowest rate in proportion to circulation of any paper in our class,

The Household Journal is a thirty-yearold publication circulating in the villages
and rural districts of
Illinois, Indiana, Ohio,
Michigan, Wisconsin,
Minnesota, Iowa, Missouri, Kansas and
Nebraska.

\$2.60 an agate line \$1450.00 a page

(680 Lines)

Forms close promptly 5th of preceding month.

HOUSEHOLD JOURNAL

IRA E. SEYMOUR, Adv. Mgr. Batavia, Illinois

Chicago Office

Rhodes & Leisenring, Managers
2003 Harris Trust Bldg.
Central 0937

New York Office A. H. Greener, Manager 116 W. 39th St. Room 634 Is Problem

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Is There a Special Practice in the Preparation of Rotogravure Art?

Problems Which Come Up and Their Solution—A Growing Field Invites Study of the Most Effective Techniques and Mediums

A PRINTERS' INK reader who is planning to buy space in roto-gravure sections writes a query which has grown to be somewhat familiar, in this day of roto-gravure advertising:

We are planning to go into rotogravure sections and find we are unfamiliar with the special ideas relative to rotogravure copy and originals. Is there some special "trick" to it? Certainly, the effects are not at all similar to magazine and newspaper work. Since the advertising is printed in a rich, dark brown, what must we do to secure the attractive results everywhere apparent? For one thing, we must show pictures of fashionable people in stylbih garments. Will it be best to employ photographs or to have original style drawings made by an artist? Will any ordinary photograph serve the purpose? Is it possible to reproduce, with approximate fidelity, a pen-and-ink illustration?

Experience seems to show that, while there are certain quite specific observances, the advertiser need not worry very much in the matter of his rotogravure copy. The process has mastered its final problems, and almost any effect, any technique, can be reproduced.

Notwithstanding all of this, however, there are a few essential points to be taken into consideration, if the most satisfactory results are to be obtained. First, the advertiser should keep in mind the character of the page, as a whole. What is your competition? What are the handi-caps to overcome? To what extent will your display be called upon to weigh in the balance, of light and shade, with surrounding material? If you are not a user of page space, it is absolutely necessary to see your own display in the light of its final environment.

Rotogravure section copy is, as a rule, rather heavy and rather rich in color values. There are a great many deep browns, which are the equivalents of black in other printing. And these very

deep browns have tremendous carrying power. In a sense, they are more vigorous than black itself.

A decision must be made in the matter of relative values: Is it to your best advantage to combat deep brown with an equal strength of color in your own color, or should you select the opposite course of depending upon marked contrast; that is, by making your copy delicate and light, arbitrarily lift it out of its competing elements? The latter idea is by no means to be despised. It has been clearly that · weight demonstrated color in an illustration does not necessarily mean superior strength in the open, competitive field. One of the largest present-day users of newspaper space in the country, has issued an order which says that there are to be no blacks in any picture, no shading. The illustration is to be in absolute outline. Since 70 per cent of all advertising in newspapers goes in for shading and for black, these delicate outline pictures, even in very small "hold invariably space. own.

Also, it must be kept in mind that the great proportion of roto-gravure section illustrations will be photographic. Is it preferable, advisable, therefore, to combat photographs with photographs, or to go in for original drawings? The answer is, of course, dependent almost wholly upon the character of the product and the spirit of its advertising.

It must be obvious, from a study of the news photographs and other illustrations, in the body of the rotogravure section, that the most subtle effects can be reproduced. There need be no apprehension on this score. Any halftone technique, possible in black and white. can be admir-

ably handled in rotogravure, from the most delicate portrait camera study, to the most complex original wash drawing.

There may not be quite the same sharpness of detail, but we rather incline to the belief that what is lost in this regard is made up—and more—by the beauty of the soft, soothing texture and the admittedly artistic color. This sepia shade is welcomed by the eye. It is "warmer"

than black and white.

There is an object lesson in studying the news-pictures. Practically always, however, they are of an all-over tint, with no whites cut out, and no retouch-The advertiser, in meanwhile, may bring to bear the artistic powers of the professional retoucher who, with a camera base, can work marvels. He may dispense with backgrounds enfirely, when they are confusing or unessential. can vignette and irregularly dispose of outlines. The advertiser is not compelled to adhere to formal shapes, such as circles, ovals and squares.

The very best proof of what can be done in the field which approximates the halftone, is in consideration of the news pages of rotogravure. They are their own best examples. Rotogravure paper as you see it, is not "white" in the accepted sense. It carries in its texture, a show of the sepia, always, but it may be nevertheless looked upon as the illustrative equivalent of white and is ever at the disposal of the advertiser. Thus, of course, there can be a full-tone illustration set in one part of a given space, with the remaining area "white," for the text, almost identical with advertising in any other medium.

Yes, pen and ink can be employed and handled as if for a magazine page. It will carry a hint of the rotogravure texture, and it may not be quite as sharp and as clear as you might wish, but it is nevertheless attractive, and, by contrast with other techniques, is the equiva-

lent of a line engraving.

It may be stated that the best rotogravure copy is "clean" copy, with a minimum amount of intermediate shades. An advertiser is using, at this time, a series in which there are silhouetted black figures, with only an occasional highlight. This advertising is very effective, bold, compelling.

very effective, bold, compelling.
We would say that in the preparation of rotogravure advertising, it should be kept in mind that a certain, indefinite something will be lost, in the matter of contrasts. Therefore the most successful copy is that which is crisp, "snappy," and notable for its brilliant light and shade contrasts. Those photographs which make the most significant impression, have been taken with the above in mind They are lively with color values. Light is made to play upon them, and to pick them out with innumerable sharp definitions. But this is not compulsory at all. If your problem calls for soft tones and gentle contrasts-they are certainly at your disposal.

It has been our experience that originals should not be made as large as for magazine or news-

paper reproduction.

Where a line drawing has been washed over, to give intermediate tones, they should be almost twice as strong as ordinarily. Some of the values are certain to be lost or, at least modified. A certain amount of misunderstanding is apt to arise from the fact that the completed job will not appear as it has been drawn -in black and white. One concern, using a great volume of rotogravure advertising, insists that originals be drawn in sepia. almost identically as they will print later on. But this is in no sense arbitrary.

Can a piece of copy, originally prepared for halftone, magazine printing, be used in rotogravure? Yes. Often without change. But the wise advertiser sees to it that such originals are "gone over" for strengthening purposes, and for emphasis, here and

there.

Certain precautions may be taken which will go far in the

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-In Circulation

For the six months ending April 1st, 1924, the circulation gain of Detroit's only morning newspaper, as compared to the corresponding six months of a year ago, clearly reflects an orderly, and at the same time unusual record of progress, as the figures quoted below demonstrate.

THE DAILY FREE PRESS shows again of 17,270

THE SUNDAY FREE PRESS shows a gain of 40,070

The nearest competitor of the Detroit Free Press—an evening newspaper—for the same period shows a LOSS OF 9,805 in its daily circulation, and a gain totaling 8,738 LESS than that made by The Sunday Free Press.

The increases chronicled by this newspaper have been made solely upon worth and merit alone, and in the face of the fact that Detroiters pay fifty per cent more for The Detroit Free Press daily.

The Detroit Free Press

"Advertised by its Achievements"

VERREE & CONKLIN, INC.

Foreign Representatives

New York Chicago Detroit San Francisco

0/0/0/

20101010

direction of correcting faults and safeguarding a series.

A piano house will shortly employ a year's schedule of small-space rotogravure displays. They are rather complicated as to subject, because it was necessary to introduce a great many different elements in each advertisement. When the illustrations, borders,

When the illustrations, borders, display lines, etc., were completed, the typography was set up, in enlarged size, and pasted into layouts. These, in turn, were photographed, exact size, and printed in sepia in as near a facsimile of the rotogravure effect as possible.

as possible.
With these proofs before him, the advertiser was in a position to judge as to the value of the campaign, pictorially. What he did do, was to call the artist into conference, and together, they went over each proof, marking such points as would stand checking up—a highlight here, a dash of

black there.

And from the corrected and edited photo-prints, changes were made on the originals which meant very much better reproductions in final rotogravure. The value of this idea must be at once apparent, for you are able to see an exact-size effect, in the

rotogravure shade.

Great care must necessarily be taken in the matter of corrections, patchings, erasures and changes of any character, for such blemishes are apt to be in the completed product. Rotogravure copy should always be exceptionally "clean copy," as has been previously intimated.

Also, as has been touched upon, consideration must be given to the fact that almost 75 per cent of copy in rotogravure is photographic and vigorously so, in tone and in values. Also the majority of these advertisements come out flush with the border lines. Advertisers have found that, this being true, it is wise to provide for contrast, by the judicious use of open areas.

The composition which holds its illustrative matter and its type well to the centre of the total space, is assured of the

essential contrast, much as on a newspaper page, where there are many advertisements and a wide variety of nictorial anneals

variety of pictorial appeals. And it is every bit as desirable to play two techniques one against the other, in rotogravure, as in the general magazine campaign. Indeed, since there is such a great preponderance of photographic copy, the relief of the pen or crayon, or pencil touch is all the more welcome.

REALLY BUT FEW RESTRICTIONS

"Can I use a sketchy technique, such as a pencil or charcoal original?" many inquire, in referring to rotogravure. To be sure. Again it should be emphasized that there are few restrictions. So long as the few rules are not neglected, all is well.

Rotogravure is particularly applicable, of course, to camera copy, or bold wash illustrations. but there is no reason why even the most complicated illustration. made up of a number of different techniques, should not reproduce practically as drawn. It has been found, in the case of original wash drawings, that they are less susceptible to the real possibilities rotogravure than vigorous of studies in oil, on canvas. Something in the oil pigment makes for very sharp, very rugged reproduction, but then this is just as true in the case of black and white halftone work.

There is no need of feeling apprehensive where there are large, bold areas of solid color. Rotogravure will accept generous masses of the equivalent of "black" and reproduce them exactly as in the original. If, for example, it should prove desirable to silhouette a figure against a bold background of full-strength sepia, it can be done with every assurance of satisfactory reproduction.

It is not an uncommon idea to take photographs, and simplify them, for advertising purposes, by painting the backgrounds solid black. In all such cases, these areas print beautifully.

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Giant Ads on Fifth Avenue

WHEREVER merchandise is sold, and people pass by stores, Giant Ads are in their element. Fifth Avenue and Main Street look alike to them.

Fifth Avenue, New York, happens to be the location of the Giant Ad shown above. But you could see many others on the highways and byways of business hard at work selling Oshkosh Trunks.

Giant Ads are universal in their application. Retailers of all kinds—in all kinds of cities are glad of their co-operation. They know that Giant Ads direct to their stores the interest the national advertising arouses. Giant Ads mark the shop definitely as the place to buy the advertised article.

Easy to ship—simple to use—effective, and, performance considered, very inexpensive.

Write for estimates, samples, and further details.

NATIONAL PROCESS COMPANY, Inc.

117 East 24th Street, New York

Mad. Sq. 3680

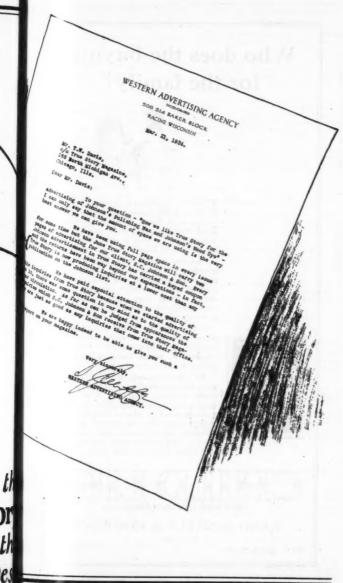
GIANTE ADS

The most results-

and among the best in quality

335 advertisers in the June issue of True Storwill prove the truth of the statement for themselves

924



Who does the buying for the family?



FOOD, furniture, automobiles, dress goods, household furnishings—who buys them, or gives the final word that decides their purchase? The mother! That is why advertising in "Child Life" always pays.

Families with young children are spending families. The youngsters are everlastingly needing shoes, clothes, toilet articles, nursery furniture. New toys and books are constantly required to hold their growing interests.

Every month "Child Life" will carry your message into homes where quality is appreciated. Homes, necessarily, where there is financial ability to purchase the best.

An advertisement in "Child Life" goes direct to the buyer of the family—the mother. For she reads out loud every story to her children. And your appeal is placed before her then, when she is closest to her children—atune to all their requirements. Write for rates and a copy of "Child Life" to look over.





RAND MCNALLY & COMPANY

Publishers

536 S. Clark Street

Chicago

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Homer the St. Lo in 1907, sion that anything delicate or too intricate will not "show up" satisfactorily in rotogravure. have not found this to be the case It is, admittedly, a handicap to start out with the idea that certain things "can't be done." The copy is sure to suf-

One advertiser is, this year, using the illustrations and copy of his magazine campaign, in rotogravure, with a range which includes everything from newspaper drawings to the most elaborate wash originals. The decision was made at a late hour, which did not permit creating a special campaign. It was with some misgivings that this mixture of odds and ends was put into rotogravure. The fears were without foundation. It soon became apparent that the results. in most cases, were even more artistic than when the illustrations were employed for their original purpose.

This was true of a series of attractive newspaper illustrations in line, over which, in places, Ben-Day tints had been run. sepia tint worked wonders. This campaign actually gained by being used in the new medium.

-[Ed. PRINTERS' INK.

Republic Motor Truck Production

The Republic Motor Truck Company, Inc., Alma, Mich., in the last six months of 1923 reports production of 962 trucks and sales of 924. Net sales for the period totaled \$1,747,664, and net profit from operations \$46,055.

In January the company manufactured 109 trucks and sold 151, net sales total-ing \$260,092; but because of inventory adjustments the month showed a net loss of \$4,933. The February output exceeded 150 trucks.

A. D. Campbell Starts Chicago Art Service

A. Don Campbell has opened an advertising art studio at Chicago under his own name. Mr. Campbell was the representative of the New York World in Chicago territory for thirteen years.

Homer Bassford Leaves St. Louis "Times"

Homer Bassford, general manager of the St. Louis Times since it was founded in 1907, has resigned, owing to illness.

Cost of Vacations a Large Expense Item

The annual report of The Western Union Telegraph Company, remarks:
"The cost of vacations with pay in 1923 was nearly \$1,900,000. The practice of observing Saturday half-holiday with pay was extended during 1923 to the operating forces, so far as con-sistent with the requirements of the service."

"Western Union average wages are higher than they were in 1920," the report also states, "although the cost of living has declined 20 per cent. Nearly living has declined 20 per cent. Nearly 60 per cent of the gross revenues of the company are disbursed for employees' wages and benefits.

"The Employees' Income Participation Plan inaugurated in 1920, and in effect during subsequent years, has paid about \$6,700,000 to employees."

Eveready Radio Batteries Seek Slogan Protection

National Carbon Company, Inc. New York, April 11, 1924. Editor of Printers' Ink:

Having adopted the slogan, "The Air Is Full of Things You Shouldn't Miss," which has been used consistently in our advertisements of Eveready radio batteries in a variety of mediums, we will appreciate having it registered in your Clearing House of Slogans.

NATIONAL CARBON COMPANY, INC. J. R. CRAWFORD, General Sales Manager.

L. M. Green with "Radio World"

L. Marshall Green, formerly manager of the "Radio Review" section of the New York Evening Mail, and more recently with the New York Evening Journal, has joined the advertising staff of Radio World, New York.

Campaign on Velvet Soap Flakes Started

An advertising campaign for Velvet Soap Flakes, has been commenced in Montreal by J. Barsolou & Cie., Ltd. The Montreal office of Smith, Denne & Moore, Ltd., advertising agency, is directing this advertising.

Porter-Eastman-Byrne Has New Account

The D. T. Bohon Company, Har-rodsburg, Ky., has appointed the Por-ter-Eastman-Byrne Company, Chicago advertising agency, to direct its adver-

A. A. Starin Joins Peck Agency

Arthur A. Starin has joined the copy staff of the Peck Advertising Agency, New York. He was formerly with the Public Service Cup Company, Brooklyn.

Advertising Sidelights on News. paper Convention Week

Subjects of Direct and Indirect Interest to Advertisers Are Before Newspaper Meetings at New York

THIS is a week of newspaper conventions. Conventions important enough to bring the President from Washington to New York.

The Associated Press meets. The American Newspaper Publishers Association has its annual convention. The Bureau of Advertising of the latter association makes its annual report, and gives its annual formal and highly interesting dinner. The Southern Newspaper Publishers Association holds its annual banquet. All of this at New York and then toward the close of the week, on Friday, comes the annual meeting of the American Society of Newspaper Executives at Atlantic City.

To the country at large the high spot of this week of newspaper meetings was President Coolidge's address before the annual luncheon of the Associated Press on April 22, at the Waldorf-Astoria.

To the publishers of the country the important matters to be discussed are first, labor; second, postage; third, radio; and fourth, advertising.

All of these four subjects are of direct or indirect interest to the advertisers of the country, the readers of Printers' Ink, and consequently there will be found in the next issue of Printers' Ink a report on the deliberations, resolutions and plans of the American Newspaper Publishers Association on these four subjects.

At the time of going to press PRINTERS' INK obtained a copy of the annual report of the Bureau of Advertising of the American Newspaper Publishers Association, submitted on April 23.

Of chief interest to advertisers in this report is a statement to the effect that the best promotional work the Bureau can undertake is "to make advertising pay the advertiser."

The Bureau sums up its work in these words:

"The volume of national newspaper advertising continues to grow. Estimates covering the year 1923 show the newspapers up to or ahead of the peak year of 1920 in general advertising Among the Bureau's members, the average increase reported in 1921 was about 11 per cent over 1922

ADVERTISERS ARE SATISFIED

"Advertisers are constantly asking advice from the Bureau on problems that vary all the way from market investigations to a opinion on copy and the duration of a campaign. In these relationships it is evident to the Bureau that the large majority of newspaper users are satisfied with the results of their advertising. But occasionally we find a newspaper advertiser who expresses disappointment—who wants to try some other medium.

"In most of these instances of reported dissatisfaction, the Bareau has found that the advertiser's failure was due to inadequate or improper use of the medium of newspaper advertising.

"Feeling that the success of at vertisers is one of its primar concerns, the Bureau has devote much of its energy to a study of the best methods of using new paper space and has given advettisers the benefit of this study.

"In its literature and in its personal solicitations, the Bureau harborought actual experiences to demonstrate that there is a right way and a wrong way to us newspaper advertising. Its investigations have covered the preparation of copy and illustration well as the strategic schedulin of a campaign. It has called expert assistance on this wood Nothing which it has undertaken

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"Pay Dirt"

Let us "prospect" your business for the Dominant Idea—the *vital* reason for the existence of your business—the big inspirational selling idea that *overcomes* resistance and *implants* desire. It isn't usually on the surface. Let us help you dig.

Munkin Advertising Company

FIVE SOUTH WABASH AVENUE, CHICAGO.

heretofore has been so well re-

ceived by advertisers.

"A quotation from the Bureau's latest book, 'The Right Way to Use Newspaper Space,' will be pertinent in emphasizing the direction in which the work is moving:

"'The Bureau of Advertising, conducted in behalf of all newspapers, is an organization

service.

"'Its purpose is to increase the volume of national newspaper ad-

vertising.

"'Its daily job has become largely a matter of responding to calls from advertisers who need

"The Bureau has come to believe that the best method of creating newspaper advertising consists of helping to make advertising pay the advertiser. Thus, a purely selfish aim may go hand in hand with useful work for the whole field of merchandising."

An increase in membership over the fiscal year of 1923 is reported. At the close of the fiscal year for 1924 the Bureau had a membership of 378. The income of the Bureau, \$83,838.81, exceeded the expenses, \$81,867.05, for the fiscal year of 1924.

G. Bleecker Read Dead

G. Bleecker Read, vice-president and

G. Bleecker Read, vice-president and treasurer of the Thomas Cusack Company, died at his home in Chicago on April 18 at the age of sixty-six years. He was born in Albany, N. Y., and before he became affiliated with the Thomas Cusack Company was in the real-estate business both in Chicago and California. Mr. Read has been as im-California. Mr. Read has been an important factor in the Thomas Cusack Company since 1910, at which time that company took over the Gunning System, with whom Mr. Read was then associated.

Two years ago Mr. Read was cited by business papers as one of the three leading credit authorities in the country.

New Account for Redfield. Fisher & Wallace

Hinze Ambrosia Preparations ny, Inc., New York, maker of Company, Inc., New York, maker of Ambrosia skin cleansing tonic and Ambrosia face powder, has placed its advertising account with Redfield. Fisher Wallace, Inc., advertising agency of that city. Women's magazines, news-papers in New York territory, business-papers and direct-mail advertising will be used.

National Refining in Oldest House-Organ Contest

THE NATIONAL REFINING COMPANY CLEVELAND, Apr. 15, 1924. Editor of PRINTERS' INK:

I noticed an article in the April 10 issue of PRINTERS' INK stating that the Joseph Dixon Crucible Company published their first issue of "Graphite" in

December, 1898.

The National Refining Company has been publishing "The National News" since 1894 and it continually ever since.

THE NATIONAL REFINING COMPANY CHARLES L. ARCHBOLD, Advertising Manager,

Publishers Advertise to Congress

The American Publishers Conference used newspaper advertising space a Washington, D. C., on April 17 to ad dress an open letter to Congress on the postal situation.

In that letter this organization asks that earnest consideration be given it the fact that publications which ar struggling under the present high posts rates are facing a further restriction i cases extinction, if second-class rates ar still further increased.

Appointed Direct-Mail Program Chairman

Charles R. Wiers, vice-president the DeLong Hook & Eye Compan Philadelphia, has been appointed characteristics. man of the program committee for t convention at Pittsburgh, October 2 30, and 31, of the Direct Mail Adven tising Association.

Paul M. Bryant Joins Milwaukee Printer

Paul M. Bryant has resigned as vio president of Buckley, Dement & C Chicago, to become associated with it Wisconsin Printing Company, Milwa kee. He will succeed the late Joi F. Cramer as vice-president, and w have charge of sales and service.

R. M. Reynolds Appointed b Atlanta "Georgian"

Roger M. Reynolds, formerly adve-tising manager of the Winston-Salen N. C., Journal, has been made national advertising manager of the Georgian and Sunday American.

William Randolph Shelton Dead

William Randolph Shelton, editor and founder in 1911 of the Albany, Ala Albany, Decatur Daily, died at Mah ville, Tenn., on April 17. He was sixty three years old.





We are not a new magazine

having been published 41 years

Nor have we ever offered \$25,000 in a title contest

but once we did offer \$250 in a title contest and we received

1,000,000 titles

Life

598 Madison Avenue, New York 360 N. Michigan Ave., Chicago, Ill.



SENTINELS of A PUBLIC SERVICE OF NORTHERN



OUTDOOR ADVERTISING

is a GREAT POWER that reaches from Coast to Coast - and from the Lakes to the Gulf

CREATIVE

V1C5

6



Work Demanding

Millions at Minimum Cost

3

ACE-HIGH and TELLING TALES

"WE feel that no small part of our ever increasing success with Ace-High and Telling Tales is due to your consistently fine co-operation, which has enabled us to meet our newsstand date exactly on time and at no sacrifice of quality."

WILLIAM M. CLAYTON President Publishers' Fiscal Corp.

BIG, high-speed rotary web presses and the most modern color equipment, PLUS experience, skill and judgment, are required for the successful production of such work.





ISAAC GOLDMANN COMPANY

EIGHTY LAFAYETTE STREET, NEW YORK CITY

Printers Since Eighteen Seventy Six

Printers Since Eighteen Seventy & Telephone FRANKLIN 4520

VERSATILITY: "The ability to produce with equal facility work of widely varying character and requirements."

One of a series of advertisements on the Versatility of the Goldmann Plant





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An Analysis of All Plans That Have Been Used in Paying Salesmen

An Outline of Sales Compensation Experience as Made before the American Management Association's Sales Executives Convention at Chicago

By C. K. Woodbridge

President, Dictaphone Sales Corporation

OMPENSATION is too often Compensation is dealt with as a matter of ex-

It may be that a great deal of the unrest on the part of the individual mind is accounted for by the fact that problems of compensation are not being thought through to the end that the laborer shall be suitably rewarded for his

labor.

With this preliminary statement, it is hoped that a positive fact has been established that we are meeting constantly changing conditions and that as a result of this, problems in compensation will always confront us and all kinds of compensation plans will be subect to constant readjustment if uitable reward be given for effort. Since we are always to have hese problems let us agree in conidering the subject as to terms.

We have already anticipated: Compensation-A counter balnce. It is the making of suitable eturn to or for thought or energy ut into a trade, a profession or calling. As we study compensaion, we find it referred to as:

Pay, Wages, or Salary-A pe-iodical allowance made as comensation to a person for services. Commission-The compensation eccruing to the agent or factor; isually a percentage of the value

nandled by the factor. Additional terms frequently used

n compensation plans are: Bonus-A premium or extra al-

Task-A specific amount of abor, imposed, required or under-

Profit Sharing-A division of he excess of receipts over ex-

enditures. Prise-That which is offered or won as an honor and reward for superiority or success, as in a contest.

Quota-A proportional share or part required for making up a certain number or quantity.

Expenses—The outgo of money for travel, living and entertain-

ment.

A few of the known varieties of compensation plans now in use are here given.

AN OUTLINE OF THE PLANS

I-Commission:

(1) Straight Commission-Paying a certain per cent on sales.

(2) Sliding Commission-Paying salesmen to give commission on business up to a point, automatically increasing the commission rate as definite sales totals are reached.

(3) Group Commission Plan— The seller's merchandise is divided into groups, each carrying a different per cent commission

for the salesmen.

(4) Commission and Drawing Account, either guaranteed or applied against earnings - Relieves salesman from anxiety of meeting his personal expenses.

In case of guarantee it may be paid only if certain tasks are daily

performed, such as:

Sending in daily reports. Sending in names of prospects. Sending in evidence that demonstrations or calls have been made.

The commission plan places the sales expense and risk on the fellow. Many concerns could not start or stay in business if it were not possible to hire on commission. They would be unable to finance their selling. In practice, it develops a tendency to oversell. Calling on all prospects is neglected. The relationship of

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salesman and house is not close. Too much money is made in boom times—too little in hard times. The salesman will tell you he prefers it provided the per cent is as large as he thinks it should be since it does not limit earnings.

To the above commission plans can be introduced the payment of

expenses.

II-SALARY:

The Straight Salary—This plan is probably used by 50 per cent of all concerns. The man with the fixed income, having faith in his house and a quality product works as a partner in the business and increases good-will for his firm. The salesman obeys the rules of his house in selling their goods. It lacks, in the minds of a great many, proper incentives for better than ordinary performance of duty.

Salary and Commission—This is a combination of the two most widely used compensation plans. It is favored in times when selling is difficult. It takes care of the salesman's fixed obligations. By it a salesman is supposed to profit through his industry.

Salary Plus Expense—Against a Commission—In this, salary and expense are deducted from commission earned on sales and if there is an excess it is paid to the salesman. This plan puts a check on traveling expenses for the salesman cannot "have his pie and eat it."

Salary and Commission on Sales over a Certain Amount or a Quota-Making quota is an exciting game and if the rules are fair and quota not unreasonable, it is entered into with great

enthusiasm by salesmen. Salary and Percentage of Saving Plan—The company sets a certain percentage figure to cover the expense of each salesman's territory and by increasing his sales or reducing his expenses, the salesman can effect extra earnings. Each salesman is given a sales quota for his territory. Each one is similarly given a sales budget based on an analysis of the cost covering this territory in

the past and modified to meet

If the salesman's quota is \$200,000 per year and his salary plus expense budget is \$6,000 per year, his given expense rate will be 3 per cent. Now, if he increases his sales to \$250,000 he will earn an extra 3 per cent on \$50,000 or \$1,500.

If he keeps his sales at \$200,000 and reduces his total expense to \$5,000, he will earn an extra

\$1,000.

Salary, Commission and Bonus

—This combination introduces the
bonus or premium in recognition
of excellent or superior service.

Drawing Account and Commission or Per Cent of Profits—In some instances a drawing account takes the place of salary and is applied against commission or a per cent of profits accumulated.

To the foregoing may be added

methods of financing, expenses.

III-Bonus:

The introduction of an extra allowance for sales effort of excellent or superior character based on dollar sales or units of sales or service rendered has created many forms of bonuses. These include:

Bonus on Special Features—An amount paid for pushing, for instance, packages more than bulk goods, a special item of profit to the manufacturer, etc.

Bonus on Net Profits—Salesmen are given a per cent on net profits.

Bonus on Total Sales—This encourages volume building, sometimes at expense of profit.

Bonus on Quota Excess—A quota is assigned to each man which represents what he ought to sell normally and then a bonus paid for all sales in excess.

Bonus on Low Sales Costs—A reasonable cost of selling is established, and a bonus paid to salesman if his cost is less.

Bonus on Service to House—Paid on estimate of constructive value of salesman's work, as for example:

New accounts opened. Calls made,

Sales of profitable goods. Answering correspondence, etc.

Bonus on Increased Efficiency-To correct weaknesses and develop sales ability. As in school, marks are given for:

Integrity (indicated by letters of complaint).

Aggressiveness (shown by new accounts opened).

industry (number of calls made). Company interest (indicated by expense account). Salesmanship (sales at a profit).

The bonus fixed by the management is divided on the average efficiency marks.

Bonus on Promotional Work-

Paid for dressing windows, open-ing up new dealers, selling "hard nuts," etc.

Bonus on Calls. Paid on each new call and each repeat call.

Bonus on Branch Office Salesco-operative Promotes Bonus paid on total sales over quota for branch and prorated among salesmen.

IV-TASKS:

Going back to our definition of compensation as a suitable return for the expenditure of energy we find that in the initial interpretation of this, that jobs or tasks have come in for special consideration. What is the job or the task and what was the performance worth.

So then we come to a factor introduced in compensation known as The Task. Obviously one can develop a great many new adding compensation plans by task as a factor. Since the salesman spends a greater portion of his time before the sale in preparation and after the sale in follow-up, than in the actual sale, this plan of paying for the task performances and giving bonuses as incentives for excellent performance is of great present-day interest. Enumerating some of the tasks, we have:

(1) Daily calls. Follow-ups.

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Demonstrations. (4) Putting up advertising material.

(5) Collecting accounts. (6) A specific dollars sale total.(7) Sales over and above the amount

set in the task.

Payment for the task performed may be accomplished through commission, through salary, or through fixed amounts for each Its introduction involves a method for recording tasks performed and computing their value.

To properly measure the results or value of a salesman's work, it is necessary that we fix a value on each of the duties to be performed and credit that salesman when he has performed those duties.

The value of the credit must be determined. For every dollar sold and every job done, points are given, having a certain value.

Penalties are fixed for not doing the things the company wants done.

The value of a point having been found, then the salesman's salary would represent in points, the performance of his task. If .004 is the value of a point, 5,000 credits or points would be necessary to earn \$20 a week.

Here are some of the factors used in giving points:

Credit for Selling Desirable Products Basis of Reward One Point per Dollar Sale:

(a) Easy selling advertised product.(b) Products offering double net profit. (c) Products offering triple net profit.
(d) Products especially hard to sell.
(e) Products that have very high re-

peat qualities. (f) Products that are being closed out, Credit for Securing Particularly Desirable Business:

(a) New customer who discounts bill.

(b) New customer who pays within

thirty days.
(c) New customer who takes sixty

days or over Half credit when order is received by mail.

One-quarter credit when order is closed by office. Penalty for loss of customer "Six months without buying."

Credit for Co-operating with Credit Department:

(a) Information which results in saving account.

(b) Local investigation of new account.
(c) Valuable information regarding old account

Penalty for bad debt through failure report Penalty for bad debt not due to sales-

Credit for Co-operating with Advertis-

ing Department: (a) Report on dealer advertising activities.

(b) Getting dealer to use store advertising matter.

(c) Getting dealer to use dealer

electrotypes.
(d) Securing mailing list from dealer.
Credit for Co-operating with Sales Department:

(a) For every report turned in.
(b) For calls made without sales.
(c) Information of interest to other

departments.

Penalties and Rewards for Quality of

(a) Misrepresenting facts.
(b) Complaints from customers.
(c) Goods returned "In addition to credit."

(d) Falling off in sales over last year.

(To Be Continued in PRINTERS' INK of May 1.)

If You Can't Get to London, Go to Oshkosh

Business men and women who cannot attend the advertising convention at London are invited to attend an advertising meeting which is to be held at Oshkosh, Wis., on May 7. The meet

London are invited to attend an anvertising meeting which is to be held at Oshkosh, Wis., on May 7. The meeting will be held under the auspices of the Northeastern Wisconsin Advertising Association and is the first of a series of meetings which will be held twice a year. The invitation which the association is sending out for the May meeting is captioned: "If You Can't Go to London, Come to Oshkosh."

William W. Sterling, president of the association, will preside over the afternoon session. The speakers will be N. F. Sammons, of Henri, Hurst & McDonald, Chicago advertising agency, and Herbert A. Knight, president of J. M. Bundscho, Chicago typographer. Mr. Sammons will discuss "How Some Retail Merchants Are Taking Advantage of Their Sales Opportunities."
Mr. Knight will speak on "An Advertisement Is Useless Unless It Sells."
Arthur H. Brayton, of Merchants Trade Journal, Inc., Des Moines, will be the principal speaker at the evening session. His subject will be, "Getting the Most Out of Your Advertising for 1924."

Becomes Lennen & Mitchell The firm name of J. T. H. Mitchell, Inc., New York advertising agency, on May I, will be changed to Lennen & Mitchell, Inc., a half interest in this business having been acquired by Philip W. Lennen, Mr. Lennen was for business naving been acquired by Finip W. Lennen. Mr. Lennen was for twelve years sales and advertising manager and for three years vice-president of the Royal Tailors, Chicago and New York, and for the last year has been associated with Erwin, Wasey & Company.

Kroger Chain Absorbs Childs Stores

The Kroger Grocery & Bakery Company, Cincinnati, has purchased seventy-two chain stores in Indiana from David P. Childs. The purchase of the Childs grocery stores gives the Kroger Company ownership of 1,940 stores in Ohio, Indiana, Kentucky, Michigan, Missouri and West Virginia. and West Virginia.

Trailer Manufacturers Studying Simplification

The Trailer Manufacturers' Association, New York, at a meeting at Detroit, decided to make a study of the industry to the end that standardization and simplification might be effected. Allan P. Ames, manager of the association, has been asked to act as the representative of the Department of Commerce in making a survey of present manufacturing practices of the industry. dustry.

At the meeting it was brought out that if standards could be adopted, the spring manufacturers could easily afford to make a reduction of two cents a ten trailer manufacturers might agree. It was also shown that while wheel and axle manufacturers make hundreds of models, twenty-five models or less would cover the entire line of trailers and that savings through larger orders of standard types for stock purposes would be better than 1 per cent.

Slight Increase in 1924 Newsprint Production

The News Print Service Bureau, New York, reports that the production of newsprint in the United States for News Print Service Bureau, the two months ended February, 1924, compared with the same period of 1923 shows an increase of 2 per cent. A comparison of Canadian production for the same periods shows an increase of 16 per cent for 1924. During the month of February, 1924, the United States production amounted to 117,322 tons. The Canadian total was 111,664 tons.

J. L. Palmquist with James F. Newcomb & Co.

James F. Newcomb & Co.
John L. Palmquist, recently advertising manager of the Utica Heater Company, Utica, N. Y., has joined the
creative department of James F. Newcomb & Company, Inc., direct-mail, New
York. He was at one time with the
Utica Advertising Service and the Hyatt
Roller Bearing Company, Newark, N. J.

Selling Expense of United States Steel Corporation

The administrative, selling and general expenses of transportation companies, of the United States Steel Corporation and subsidiary companies, is reported as \$35,129,043, for 1923. Gross sales and earnings were reported as \$1,571,414,482 and the net income as \$128,176,519.

M. H. Hoepli Will Return to General Motors

M. H. Hoepli, for more than a year the acting chief of the automotive divi-sion of the United States Department of Commerce, has resigned, effective May 1, to join the General Motors Cor-poration Export Company with which he was formerly connected.



Go with Priscilla into the buy-ways

She will help you gain an audience with the Purchasing Agents for more than 600,000 homes—keen, discriminating women who can and do buy everything they are convinced they need to achieve better homes, and who use *Modern Priscilla* professionally on their job as home makers.

Modern Priscilla is to these intelligent, progressive women what the medical journal is to the physician, or the trade paper to the business man.

They look to it for the latest reliable news of methods and practices; for tried and approved directions for routine work.

And because it directs their choice of foods and appliances, shapes their opinions on new products and procedures, you will find it an invaluable medium for advertising foods, fabrics, house furnishings and laborsaving devices.

MODERN PRISCILLA

The Trade Paper of the Home

New York

BOSTON

Chicago

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year divinent tive Corhich January 1921-12% pages Advertising

January 1923-81% pages

No other Hardware Publication ever forged ahead/ so rapidly

IN all the years that hardware papers have been published, none has even approached the record of growth established by GOOD HARDWARE.

Three years ago last January, GOOD HARDWARE carried 12% pages of advertising. In 1923 it carried an average of more than 100 pages of advertising per issue. It has made good with the advertiser because it made good with the reader and because it reaches every hardware dealer and every jobber—45,000 important distributors at the lowest cost per page per thousand in the whole hardware field.

TRADE DIVISION
THE BUTTERICK PUBLISHING COMPANY
912 Broadway, New York

January 1924-110 pages



How Outdoor Advertising Can Be Part of the Natural Landscape

The Outdoor Advertisement Can Be So Handled That It Will Seem to "Belong" in the Very Spot in Which It Is Set

By Franz A. Aust

Associate Professor of Landscape Design, University of Wisconsin

ON a much-traveled highway leading into a well-known city can be counted fifty-one "criers" of every description and color and size and degree of

preservation. It is a motley array which is crowded into that 150 feet of space. And this one approach does not stand alone. Everyone knows like highways with their groups and troops of eager silent messengers. One or more of them lead into each of the majority of our American cities. And what is the result, besides calling down the wrath of many in the community upon all kinds of outdoor advertising? The effectiveness each and every one of those signs is weakened by the presence of forty-nine or fifty others. Even though one of them may be good-artistic in itself-the good result it might have alone is lost.

Quite the opposite is the rare

and unique approach to a certain city on the Yellowstone trail. Instead of many different signs each fighting the other in size and color and desire for business, there stands alone a large struc-

ture of poster board size artistically designed by an architect. Shrubs and vines have been pleasingly grouped about it by a landscape gardener. In front of the

Here are constructive opinions on outdoor advertising by a writer whose life work is teaching landscape design.

By illustrations he shows

what, uncontrolled outdoor advertising is — a hodge-podge of dangerously placed signs—and what controlled outdoor advertising can be —part of the natural land-

scape.

The present agitation of women's clubs against outdoor advertising has in it a alarming element, namely, that the responsible outdoor advertising organizations with their large investments and their great fund of experience may be driven from the field by legislation. If that should come to pass we may look for roadways plastered with the signs of snipers as Professor Aust shows. Only financially responsible and experienced outdoor advertising organizations can lead the way toward makoutdoor advertising part of the natural landscape.

board is a strip of well-clipped grassy lawn intensifying the neatness of the place. At night there are electric lights to shine upon the surface. and instead of being placed where it will cut off a beautiful view, the board acts as a screen for a swamp and an unsightly tin can dump.

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Upon the front there appears the name of one firm of each of many different kinds of business. No one kind of business is duplicated on that board, but for a stretch of two miles out of the city the idea is repeated at intervals. Each board advertises a different set of businesses and only one business of each line, so that the advertising for each firm has a dis-

tinct value. This same community grouping, or an idea similar to it. can be carried out upon the approaches to other cities and towns. For there is seldom an approach which has not one or more spots

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that are better concealed from the roadway. Good business and community betterment can go hand in hand anywhere.

As a matter of good business. as every advertiser knows, an culation value." How can it be placed so that it will appeal to the most people in a given length of time, is an important question. Where shall it be placed so that it will be seen by the largest number of travelers going in both directions? It must have "impression value." How shall it be placed so that passersby on foot and in car will see the board directly for the longest period of time? It must have "attention value." How shall it be placed so that the public gaze will be directed to the board alone and not be distracted by other things in the surroundings? All these matters in connection with

he does not forget. Some elusive bit of color calls out that love for the beautiful of which few are entirely deprived; a subtle idea in the picture as a whole fires a very human imagination to find out more; the entire clever design is made so much a part of its setting that he pauses to admire.

The offenders, on the other hand, in addition to the motley array of little signs, are the advertising boards which boldly place themselves in the path of the traveler and compel him to look against his will. This is no longer considered the excellent method it may have been a few years ago. A huge structure showing the gigantic foot of a man looming up at the turn of an otherwise friendly road will not entice folks to buy who have a sense of the fitness of things. In the same class, likewise, is the



AN EYESORE—BAD ADVERTISING—AND THE RESULT TO BE EXPECTED IF RESPONSIBLE COMPANIES ARE DRIVEN FROM THE OUTDOOR FIELD

the art in the advertising itself are of vast significance in bringing about 100 per cent advertising efficiency. But the most effective advertising will do more if it is to lure the public eye.

It is not usually the board which the passerby is conscious of having forced upon his gaze that he remembers longest, it is the one which he slows down to look at of his own accord that

sign which tries to "make you buy" instead of attracting by its beauty and interest.

Speaking of the fitness of things, there are three life-size cows cut from sections of wood grazing in a certain pasture near a railroad track. Three wooden milkmaids are there reporting for duty with wooden pails in hand. One cannot help remembering a certain milk product when he

TRACTICALLY all national advertising placed I in Arizona comes, and most of it exclusively, to The Arizona Republican. In advertising volume of every class (except those refused publication) in local display, in national display, in classified or in total, The Republican, of course, has a tremendous lead over all other Arizona papers.

National manufacturers who find The Republican an excellent advertising medium in a valuable field include:

Abbey Hotel Allen's Foot Ease Allen's Foot Ease
All Year Club—So. Calif. Columbia Graphophone
Alpine Sanatorium
Colgate & Co. Alpine Sanatorium Aluminum Products Ambassador Hotel American Beauty Macaroni

American Cranberry Exchange American Radiator Armand Face Powder Armour Products Armstrong's Linoleum Arrow Collars Auditorium Hotel Aunt Jemima Mills Co. Baker Chocolate Barcelona Hotel Battle Creek Food, Co. Barker's School, Miss.

Barrington Hall Beaver Board Blackstone Hotel Blatchford Blue Boar Cigarettes Blue Jay Boncilla Botsford Hotel

Brunswick Brownatone Budweiser Buckhecht Roes Bull Durham

Burlington Apartments Burroughs Adding Machine Company B. V. D. Cadillac California Bank Calonite Powder

Calumet Campus Togs Canadian Pacific Capps Pecan Farms
Carey Roofing
Catalina Island Cecil Hotel Certain-teed Roofing Certo Chandler Channel Chemical Co.

Chesterfield Cigarettes Chevrolet Cinco Cigars Clark's Cruisés Clark Hotel Cleveland Clift Hotel Clicquot Club Ginger

Ale Coca-Cola Colonial Hotel Commodore Hotel Co Lo Coronado Tent City Crisco Cumnock School

Cunard Curtis Publishing Co. Cuticura Cycle Trades of America

Cycol Danderine Darby Hotel Dearborn Supply Co. Delatone Derwillo Diamond Dyes Diamond Tires

Dictograph
Dodge Automobile Domino House Products Dort Auto Dry Climate Durham Duplex Razor Dyanshine

Elliott School for Girls
El Paso C. of C.
Ender's Safety Razor
Equitable Life Insur.
Eveready Razor Fairy Soap
Falstaff Dublin Stout
Federal Tires
Ferry Seeds

Firestone Tires Fisk Tires Fleischmann Yeast Fleisher Yarns Folger's Tea Fontana Farms Fontana Foods

Freezone Gates Tires G. E. Fans Gem Razor Gets It Ghirardelli Chocolate

Gill Battery Gillette Safety Razor Glo-Co Golden Glint Shampoo

Gotham Hotel Gould Dance School

Grayco G. Washington Coffee Gypsy Foot Relief Hair Groom Harvard School for Boys Hart Schaffner & Marx

Grape Nuts

Gouraud's Oriental Cream

Harvester Cigar Havoline Oil Hearst's International Heinz

Hershey Arms Herpicide Hills Bros.' Coffee

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Horlick's Malted Milk Hotel Del Coronado Hotel Huntington Hotel Motor Inn Hotel Munn Hudson & Essex

Hupmobile Hytone Stationery Edna Wallace Hopper Ingersoll Watch International Shoe

Jap Rose Soap Jewett Auto Joint Coffee Trade Johns-Manville

Karo Syrup
Kay Laboratories
Kaynee Wash Blouses
K. C. Baking Powder Kellogg's Bran Kellogg's Corn

Kelly-Springfield Tires Kenton Pharmacal Co. King Edward Hotel Kress, S. H. La Azora

L. A. Coaching School Ladies' Home Journal Lafayette Apartments L. A. Military Lavoptik

Layne & Bowler Leighton Hotel Liquid Arvon Liquid Gloss Listerine Tooth Paste Literary Digest Little BoPeep Am-

monla Little Boy Blue Blueing Lloyd Baby Carriages Long Beach

Goldman, Mary T. Long Beach
Goldman, Mary T. Long Beach
Goldwyn Pictures Los Angeles Examiner
Good Luck Jar Rubbers Los Angeles Times
Goodyear Tires
Goodyear Tires
Luden's Cough Drops Lytona Baking Powder Majestic Electric

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Mantle Lamp Mason Cord Tires Mathews Paint Co. Marmon Auto Maryland Hotel Mazola McCall's Magazine Mentholatum Mercolized Wax Merritt-Jones Hotel Merry War Lye Miller Tires M. J. B. Coffee Monolith Morse Seeds Morton Hospital Mountain View Inn Mozart Mrs. McCormick's Beauty Cream Mulsified Cocoanut Oil Munn & Co. Mutual Life Insurance Nadine Nash Auto National Automobile School National Biscuit Co. National Carbon Co. Navarre Pearls New Bedford Storage Warehouse Newmark's Coffee New Perfection Oil Range None Such Mince Meat New York Life Ins. Oakland Motor Cars O'Cedar Oldfield Tires Oldsmobile 0mar 111 Cigarettes Orange Crush Orchard White Othine Outgro Overland Packard Pacific Ready Cut

Paige Auto Palm Beach Clothes Palmolive Shampoo Palmolive Soap Paramount Paris Garters Pearl Oil Pennsylvania Tires Pepsodent Pictorial Review Post's Bran Postum Cereal Pratt Food Prest-O-Lite Procter & Gamble Portland Cement Quaker Oats Rain Water Crystals Red Crown Redipoint Remington Arms Co. Reo Motor Resinol Revere Tires Rickenbacker Motor Company Roman Meal Rosslyn Hotel Royal Mail San Diego Army & Navy Academy San Diego, Calif., Club San Francisco, City of Sante Fe Sante Fe Cigars Santa Monica and Ocean Park Sapolio Savage Tires Schilling's Coffee Dr. Scholl Scotmints Seal Brand Coffee Shinola Sheaffer's Pens and Pencils Shredded Wheat Skat Skinner Macaroni Snow Drift Spur Cigarettes Standard Oil

PRINTERS' INK

Star Car Stearns' Paste Hotel St. Francis St. Louis C. of C. Stormtight Stransky Studebaker Auto Sun-Maid Raisins Sure Fit Caps Swift Talbot Ant Powder **Tareyton Cigarettes** Tetley Tea Texaco Thornycroft Tiz Tower Fish Brand Slickers Toyon Camp for Girls Tree Tea Tuxedo Two Horse Brand Overalls Underwood Typewriters Union Gasolin United Profit Sharing Coupons
Urban Military Academy
U. S. Tires
Van Huesen Victoria Hotel Victrola Virginia Hotel Waltham Weaver Roofing West Coast Life Ins. Whistle White King Wildberg Willard Willys-Knight Woodbury Business College Woodward Hotel Woodward Products Worth & Thorobred Hats Wrigley Gum Wyeth's Sage and Sulphur Yale & Harvard Yeast Foam Zerolene



The Arizona Republican - Phoenix Arizona

This is a page from "A Little Book on a Big Market." A copy will be mailed you on request.

NEW YORK—Williams, Lawrence & Cresmer, 225 Fifth Ave. CHICAGO—Williams, Lawrence & Cresmer, 360 N. Michigan Ave. SAIN FRANCISCO—M. C. Mogensen & Co., 564 Market St. LOS ANGELES—M. C. Mogensen & Co., Title Insurance Bldg. SEATTLE, WASH.—M. C. Mogensen & Co., Securitles Bldg.

comes to buy. So much has this bit of cleverness added to the interest of the landscape that as the train moves on a man will continue to look back until the scene has passed from sight.

To the city man especially such a design in its country setting has a strong appeal. And he the motley little "cries," have the opportunity to render themselves a part of the landscape, to seem to "belong" in the very spot in which they are set. Many of the newer boards are being so placed that they do not hide scenic beauty—views of lake or stream or wood or even a sweeping sur-



A SPECIFIC EXAMPLE FROM THE PACIFIC COAST THAT SHOWS HOW OUTDOOR ADVERTISING CAN BEAUTIFY THE LANDSCAPE—NOTICE THE "PARK" FEATURE

is the one to whom the product must be sold. If the man on the farm thinks such advertising scarcely worthy of notice, it is undoubtedly because he has about him so much of the reality which the figures represent.

One of the delightful but seemingly unimportant means of tying to nature the usual outdoor advertising is the bit of latticework to soften the effect about the base and sides. Many of the wisely operated outdoor advertising companies are making this effort. And with plantings of vines and shrubs, a structure of the right size and proportions can become as artistically at home in the world of nature as any other piece of well-planned architecture.

A happy selection of location is not a matter of least importance in advertising which is to please and not to offend that standard of outdoor beauty which is indeed rising to a higher plane in America.

Standardized boards, and not

vey of the horizon. But these larger boards can do more. They have a unique work of their own in hiding the ugly places of the land. Dumping grounds and swampy holes, such as that of the Yellowstone trail, can be made to fade from sight; outlooks on alleys in cities and towns, threadbare vacant lots, and railway embankments, can be given a touch of magic when the proper advertising skill is applied.

In California, in many a city's suburb, certain outdoor advertising organizations are doing good work in the choice of proper locations. These companies are buying up special sites of lands, each with a market value of several thousand dollars. Each of the sites has high advertising value, but the outdoor advertising companies will put no outdoor advertising upon those spots, nor will they allow others to do so. Those spots have rare scenic beauty, and the outdoor companies feel that it is their duty to the folks of

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"For off large advergate & Coappearance" Is an A Way" in 1924; page

California to keep away not only all other advertising, but their

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Naturally, in suitable spots, those same companies have their poster boards erected. The boards are surrounded by well-kept lawns, and flowers are shrubs gratifying effect. planted with Farther out in the country, in some places, the poster boards act as screens for unsightly spots, and again plantings are used about them. Thus an actual start toward removing the feeling of hatred against outdoor advertising is being made.

LARGE ADVERTISERS ARE ANXIOUS TO CO-OPERATE

when it becomes thorunderstood that advertisers* everywhere are trying to build up and not tear down ideals of art and beauty, that prejudice will vanish. But the ugliness which still exists must go, and beauty must replace it. And it should be borne in mind that only a financially sound and responsible outdoor company, anxious to make a profit year after year can do this.

Whether outdoor advertising is to enhance and not detract from the beauty of the nation's landscape depends upon the co-operation the advertising agencies and national advertisers, local business men and artists and landscape designers give responsible outdoor advertising organiza-tions. It rests also in the harmonious working together of advertisers and local folks who take pride in bringing about the most attractive surroundings for their communities. The fact that certain universities are making it a problem in research will likewise be of great aid.

Good taste and foresight and planning and co-operation are going to make outdoor advertising a welcome addition to America. These are the forces, also,

*For official statements of a number of large advertisers, like Standard Oil, Coleate & Co., on their desire to improve appearance of outdoor advertising see "Is an Assault on Advertising under Way" in PRINTERS' INK of April 17, 1924; page 54.

which are going to make outdoor advertising more valuable to business by overcoming opposi-tion and prejudice. The slogan should not read "Banish outdoor advertising" as some have tried to make it. It should be, "Banish all blame from outdoor advertising."

Advertises Reasons for Yellow Fire Hydrants

Many interesting facts are being brought out in the educational campaign of the Indianapolis Water Company, in Indianapolis newspapers. A recent ad vertisement called attention to the fire hydrants which were being painted

yellow. Seven reasons why yellow is better than red were given which may be summarized as follows: Conspicuousness and visibility under all conditions and backgrounds; many people are red-blind to the extent that red does not stand strongly out from green in their vision; yellow does not fade as rapidly as red; the coloring pigment being vegetable instead of mineral, and the lesser possibility of unconscious parking of automabiles in front of a yellow fire hydrant than one painted in the accustomed way. The purpose of the Indianapolis Water campaigm was described at greater length in the January 17, 1924, issue of Paintens' Iss.

Cadillac Advances D. A. Jones Duane A. Jones, for the last four years with the factory advertising department of the Cadillac Motor Car Company, Detroit, has been advanced to advertising manager of the Detroit branch of that company. He will have charge of advertising and sales promotion for the Michigan territory of this branch. He succeeds R. V. Dixon, who has joined Saturday Night, Detroit.

University of Missouri to Hold Journalism Conference

The School of Journalism of the University of Missouri will hold its fifteenth annual journalism week at Columbla, Mo., from May 12 to 17. The conference will be attended by publishers, editors and others engaged in publishing and advertising work.

Keystone Roofing Account for Hoyt Agency

The Keystone Roofing Company, York, Pa., manufacturer of roofing materials, has placed its advertising account with the Charles W. Hoyt Company, Inc., New York advertising agency.

John B. Longbard, formerly with The Erickson Company, Inc., and The Black-man Company, Inc., New York, has joined the New York office of The American Legion Weekly.



Apr. 24.

The house pes, in kets a Satur the or sugge foods Here ucts, Clean

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WIN O.
Busines

York



imulate Interest The Kansas City urnals Food Section

A Recipe Contest is now being conducted by us.

No professional caterer or cook is permitted to enter. Chefs from the leading local hotels and restaurants are the judges.

Cash prizes are given each week to the ten women whose recipes are published. Interest is keen.

The Journal's Food Section with its timely helps to housewives,—its menus for the week, tested recipes, news of the vegetables and fruits at local markets and their popular prices, has been a regular Saturday morning feature for some time. It is the only feature of its kind in Kansas City, offering suggestions on how to buy, prepare and serve foods and is looked forward to each week.

Here is a live seasonable market for Food Products, Gas Ranges, Kitchen Cabinets, Vacuum Cleaners and General Household Appliances.

Write or wire for advertising rates.

he Kansas City Journal-Post

pre than 348,000 daily and 200,000 Sunday circulation.

WIN O. SYMAN Business Manager

York

WALTER S. DICKEY Owner and Editor

J. MORA BOYLE Advertising Director

National Representatives: VERREE AND CONKLIN

Chicago

Detroit

San Francisco



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Now the produce, ably less

How to Claim Distinction for an Everyday Product

Producers in the World's Pioneer Oil District Come Together to Teach Oil Users the Value of Pennsylvania Crude

By John A. Lutz

DRAKE drilled the first oil well in the world in Pennsylvania in 1859. Since then the tide of oil, like the Star of Empire, has moved westward. The Appalachian Field, once the only source of oil, and a bonanza which for a time brought the frontier back East, has been eclipsed in production and notoriety by the thunderous "gushers" of other fields.

To the layman "oil is oil." The oil user is almost always a layman. He thinks of ugly but admirable geysers spouting a thick liquid which is speedily transmuted into gold. He would like to have such

a geyser in his backyard.

He does not know that some oil is laboriously pumped to the surface, a quart at a time; that the earth is almost literally "squeezed" for every drop of it. He does not know that oil, like other products of nature, differs radically as it comes from the ground.

"Oil is oil," but only to the same extent that "wood is wood" and "coal is coal." Nobody would think of classing mahogany with pine, or anthracite with lignite, from the standpoint of value.

This is the primary lesson in judging oil which the "oil farmers" of the Appalachian Field are teaching the world through association

advertising.

The Appalachian Field, comprising western Pennsylvania and New York, West Virginia, and south-castern Ohio, has been overlooked, to some extent, but the oil farmers have gone on pumping oil. Twenty thousand of them. Some of the old timers remember when they used to see "gushers," too. But "them days are gone forever!" Now they pump, and their wells produce, on an average, considerably less than a barrel a day. They

have read about wells in Texas and Mexico spouting 100,000 barrels a day, but—

The more prosperous oil farmer, with half a dozen or more wells, may have his pumps hooked up with a power plant. The rest pump by hand. In this way they bring to the surface some 2 to 3 per cent of the country's total oil production.

INSTABILITY OF PRICE HURTS

For a long time producers and refiners have felt that knowledge of the merits of Pennsylvania oil should have wider circulation. To give a background for their reasoning, let me quote R. J. Alexander, secretary of the newly formed Pennsylvania Grade Crude Oil Association:

"Pennsylvania oil is a quality product. Its merits have won recognition. But the lack of price stability which characterizes the entire oil industry has affected the Pennsylvania producers adversely. Sometimes they have made money. Sometimes they have operated at

a loss.

"Fluctuating production in other fields—an outstanding cause of instability—should not be materially felt by Pennsylvania producers. Their own production, while comparatively small is fairly constant. With a wider knowledge of the distinctiveness of Pennsylvania quality, this oil would not be greatly influenced by varying oil production elsewhere. Advertising has promoted stability in other lines of industry by publishing the facts. Why not in theirs? Expert opinion is behind their contention that stability is not only necessary to the welfare of their own business, but also valuable to those they serve."

Samuel Messer, one of the

prominent figures in the Pennsylvania oil industry, was convinced that advertising was the proper station to broadcast the facts. He talked advertising for ten years before his idea began to crystallize in an organization. An advertising agency undertook an unusual and picturesque form of solicitation. The first job was to organize the oil farmers. The advertising men worked with the oil field leaders in arranging district meetings, and presenting their plan before these meetings.

The association now includes practically all refiners and 75 per cent of the larger producers of Pennsylvania crude. The advertising campaign is being paid for by an assessment of one cent on each barrel of oil produced or refined by a member of the association. This means that many of the small producers will contribute only the five dollars yearly minimum fee required. Nevertheless the total makes a substantial advertising ap-

propriation. When the movement was fairly under way enthusiasm for the campaign swept the entire district. District meetings in school houses and town halls had the fervor of old-time revivals or political rallies; business and civic organizations took hold because they realized that oil was the life blood of the community. The newspapers of the small towns devoted much of their space to the task of selling to the oil farmers the association idea and the advertising campaign which was to follow. One weekly paper devoted and still devotes most of the front page of every issue to the progress of the campaign. In each issue is inserted an application blank for joining the association.

The advertising campaign was started in the latter part of February with full page periodical space. The theme of the appeal is that motorists and other users of lubricants are losing money, not saving it, by using any oil but that refined from the best grade of crude. "A million dollar mistake" is the caption of a box at the head of the copy: "One

little careless habit has cost the American public millions of dollars since the automobile came into use, and the cost mounts higher every year. Are you one of those who pay the bill?"

WHAT THE COPY SAYS ABOUT OIL QUALITY

"It is time the public knew what the oil world knows about the remarkable qualities of Pennsylvania crude," run the chief display lines of the page. That's a good step toward interesting the man who asks for "a quart of oil." Next he is told the value of proper lubrication—and that Pennsylvania crude has for years commanded twice the price of other crudes just as it comes from the ground.

In view of the fact that there are many brands of Pennsylvania grade oil on the market, the advertisements always point out that "Pennsylvania" is not the name of a brand but of a grade or kind of crude oil found only in Pennsylvania, New York, West Virginia and southeastern Ohio. In order to protect the motorist and to give him a means by which he can be certain he is getting 100 per cent pure Pennsylvania oil, the association has adopted a trade-mark and slogan for marketing purposes. This trade-mark is in the form of a seal and carries the slogan, "Guaranteed 100 per cent pure Pennsylvania Oil, underneath the trade-mark being the line, "the Highest Grade Oil in the world." This trade-mark appears on all advertising, sales literature, and containers tank cars to quart cans. It is the link between the advertising effort and the large number of brands marketed by the various members of the association.

The trade is being kept informed of the national campaign through business publications. The first trade advertisement took the form of a reproduction of the first consumer page, stating in what periodicals the advertisement appeared and adding the suggestion that the wise marketer of lubricants should realize the selling force of the advertising campaign

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WHEN you consider that approximately 80% of the hardware distributed at retail in the United States is sold through 40% of the dealers and that HARDWARE AGE reaches—on their paid subscription—the great bulk of the big business dealers (the average Dun rating of the retail dealer subscribers to HARDWARE AGE is over \$50,000), you get some idea of the value of an advertising campaign to the hardware market reached by HARDWARE AGE.

Hardware Age

239 W. 39th St., New York, N. Y.

Member A.B.C

Member ABP, Inc.

and be prepared to capitalize it. Of course there is a great deal of literature for the jobber and dealer, and a booklet on lubrication distributed to consumers who

write for it as suggested in the consumer advertising.

All marketing members of the association are supplied with sufficient proofs in advance to take care of mailing lists to the trade. Supplementary advertising for the marketing members and jobbers to use in their own particular fields is also furnished. Likewise they are supplied with cuts of the association emblem carrying a special permit number for use in advertising and on labels; also rubber stamps of the emblem for marking oil drums and barrels; colored display signs for windows, gasoline pumps, portable oil tanks and tank cars; as well as smaller signs

for automobile windshields.

It is expected that several of the larger refiners of Pennsylvania grade crude will assist the association campaign by undertaking national advertising cam-

paigns of their own.

B. K. Kennady Organization Incorporated

The B. K. Kennady Organization, publishers' representative, Baltimore, has been re-organized and incorporated under the name of the B. K. Kennady Organization, Inc. B. K. Kennady is president, John W. Matheny, vice-president and W. Leroy Towner, secretarytreasurer.

treasurer. The following publications have appointed the Kennady company as their representative: Art & Archaeology, Washington, The International Interpreter, New York, and The Maryland Farm Bureau Co-op, Baltimore.

Syracuse Washing Machine Advances Raymond Marsh

Raymond Marsh, sales manager of the Syracuse Washing Machine Corporation, Syracuse, N. Y., has been elected vice-president in charge of sales.

J. C. Nelson has been elected a director of the company succeeding the late James M. Gilbert.

Winchester Arms Sales Higher

The Winchester Arms Sales Flights
The Winchester Repeating Arms Company, New Haven, Conn., reports gross sales for the year 1923 of \$\frac{1}{84},634,881, against \$16,176,650 in 1922, and \$\frac{1}{81},935,950 in 1921. Net profits after charges for 1923 were shown as \$674,938, in contrast with \$750,333 in 1922, and a loss of \$540,224 in 1921.

Teaches Swimming to Sell More Bathing Suits

IF more people could swim well the market for bathing suits would be greatly increased. Taking this thought as an axiom, the Ocean Bathing Suit Company, New York, in its 1924 advertising is offering a booklet, on request, entitled "The Crawl, Greatest of Swimming Strokes," written by L. DeB. Handley, a recognized authority on water sports.

In the reader of the booklet is kindled a desire to excel in swimming. That the stroke used by title-holders is the best for beginners and comes naturally to natives of the South Sea Islands. is an encouragement that clinches

a wavering decision.

While advertising of this character is altruistic in purpose, since it fosters a general interest in swimming, the reader of the booklet will very likely feel suffi-ciently indebted to the publisher to look about for a dealer who handles Ocean bathing suits.

Business-paper advertising the present time is telling dealers of the company's plans. day of the 'baths' is fast passing," says this advertising. men and women of today are swimmers and demand that their water togs be designed to give maximum comfort and freedom."

Canadian Campaign for English Raincoats

The Sartor Manufacturing Company, Manchester, England, has started a campaign to develop a Canadian market for Sartex raincoats. "A Great British Bargain Comes to Canada" is the cap-tion of the first advertisement which as tion of the first advertisement which appeared in Canadian publications. This advertising is being handled by Frances & Company, advertising agency, London, England.

New Account for Frank B. White

The Joliet Manufacturing Company, Joliet, Ill., manufacturer of farm machinery, has appointed Frank B. White, Agricultural Advertisers' Service, Chicago, to direct its advertising account. Farm, class and trade papers will be used.



LOS ANGELES, the metropolis of the West

LOS ANGELES
EVENING HERALD

The Home Newspaper of this great metropolis

Representatives

401 Tower Bidg., 6 N. Michigan Ave Chicago

A. J. NORRIS HIS 710 Hearst Bidg. San Francisco H. W. MOLONEY 604 Times Bidg. New York City

Let Textile Men Help Yo

SELDOM is an advertiser furnished with such unquestionable proof of the worth of a medium as is presented in the following evidence:

In the textile field there is a large volume of sales from one branch of the industry to another. For example, spinners of yarn sell their product to weaving, knitting and braiding mills. The total number of cotton spindles in the U. S. which spin yarn sold in this way to other mills is 9,987,145.

These cotton spinning organizations and their sales agents are expert judges not only of textile papers but also of sales methods and trade practices within the industry.

During 1923 cotton yarn mills operating

Audit Bureau of Circulations



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You Select the Medium

6,201,674 spindles, or 62% of the total number of all cotton sale yarn spindles in the country, advertised in TEXTILE WORLD either directly or through their sales agents. Woolen, worsted and silk yarn mills also use its advertising pages in about the same proportion. The majority of those not advertising have their entire product regularly contracted for by a few large customers.

The overwhelming choice of the yarn manufacturers in the selection of TEX-TILE WORLD, (in which they used more than twice the number of pages during 1923 that they used in the next four papers combined) is the best possible expert testimony for other advertisers wishing to reach the entire textile industry.

Associated Business Papers, Inc.

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New York



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A Meaor & Catina Client

Anational advertising agency organized wholly, solely and entirely for New York State manufacturers.

MOSER & COTINS Advertising UTICA. N.Y.

Member: American Association of Advertising Agencies

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To Improve Quality of Company Correspondence

Correspondence Supervisors Should Be Able to Induce Habits of Correct Thinking, Stimulate Pride of Performance and Develop Imagination

By August Belden

THERE is an analogy between the building of skyscrapers and the building of such comparatively simple things as business

From where I sit I can watch two enormous structures rising side by side. These buildings which are growing before my eyes are the manifestation of something that has already been done in someone's mind. There is a place for every girder, a hole for every rivet and a niche for every stone. Before a spadeful of earth was turned they were finished products, though entirely in the form of thought. If this planning and designing had not been done beforehand, these buildings never could be built. And in all the planning and the execution of the plans accuracy of thought has been present throughout.

So it should be with business

Only a few years have elapsed since business men began to put themselves on record for the improvement of business letters. For a movement so young, the results have been surprisingly widespread and effective. Perhaps the most important consequence of the movement so far is the growing tendency of everyone to analyze business letters, both from the standpoint of structure and of possible results.

Many companies of national importance have recognized the value of training in this work and have taken definite steps to improve the character of their correspondence. Such companies as the Westinghouse Electric & Manufacturing Company, the American Rolling Mill Co., the Yale & Towne Manufacturing Company and the Atlas Portland Cement Company are beginning to look at business letter writing with a clear eye, seeing its deficiencies, vizualizing its possibilities. Flabby and incorrect expression abounds in the correspondence of almost every business establishment. The fault of the individual is making the organization suffer and it is a costly

proposition.

educational Aggressive grams are being established to deal with the problem and correspondence supervisors are beginning to come into their own. Starting such educational work is not an easy task for many people resent being taught how to write. Any apparent reflection upon their use of the English language is taken as an insult. A correspondence supervisor must possess judgment, skill, insight, patience, sympathy, imagination, courage and experience. He also must have the enthusiastic support of the management, otherwise his path will be full of thorns.

HOW ATLAS CEMENT INTRODUCED ITS SUPERVISOR

Portland Cement The Atlas Company introduced its correspondence supervisor by means of a bulletin distributed to all employees having to do with correspondence. This bulletin read in

part as follows:

Correspondence Service, available for everyone in our organization who has anything to do with the writing of letters, will be initiated through the distribution today of the first bulletins in a series issued to the correspondents and the stenographers. These bulletins have been prepared by Miss Anne Boone, who entered the employ of the company on March 15 as Editor of Correspondence, and they will be followed at intervals by others on allied topics.

"The bulletins should be kept together in the cover provided for them, as you will have many occasions for referring to them, and they will eventually constitute a manual for your guidance in the preparation of Atlas letters.

"The Correspondence Service Bulletins are intended to supplement the work which Miss Boone will take up with you individually through the examination of carbon copies of the original letters.

"You will understand that there is no intention to make this service of the nature of criticism. Its sole purpose is to help, one of its main objects being the developof letter-writing ability ment among the employees of the company. All are going to work together for the improvement of Atlas letters, and Miss Boone is here to direct the effort. This she is well qualified to do through a valuable and successful experience in similar duties with another

large corporation."

Correspondence work at the Atlas company has now been going on for a year and naturally there has been great improvement in Atlas letters. One of the salesmen who had been a particularly poor letter writer took advantage of Miss Boone's instructions, worked hard to develop an ability to write good letters and was recently rewarded for his efforts in a very pleasing manner. He wrote a sales letter to a prospective customer who had been hard to land and received a reply from the prospect in which he said that in all his experience he had never received such a fine business letter from any company. And the letter brought an order too.

The Atlas bulletins are interesting, instructive and well written. The subject of the first one was "Analyzing the Letter." I will quote a portion of this bulletin for it lays the groundwork for

future instruction.

"Analyzing the letters he receives and also the letters he writes is a most valuable exercise for the student of modern letter writing, but a plan is needed, a gauge, so to speak, by which to measure them.

"A letter may be measured or

judged from three standpoints. and these are Arrangement, Clearness, and Tone. Tone is the most important of the three, but it is pushed hard for first place by Clearness, for no matter how good the tone of your letter may be, its full effect is lost if your reader must be in doubt at any point regarding your meaning.

"The Arrangement of a letter has to do with the prominence or subordination of its topics. The beginning and the ending, for example, are your strategic points. and there your most important topics should be placed. This rule relates not only to the whole letter, but to paragraphs and to sen-

tences as well.

AN EXPLANATION OF CLEARNESS

"Clearness has to do with the of correct language, with words in their proper uses, and elimination of hackneyed, stereotyped terms that have become meaningless through overwork. Clearness also means the use of words suitable to the subject matter and suitable to the reader. It means the omission of superfluous words, thoughts, comments, and information. Redundant terms are also omitted when clearness is to be obtained in a letter.

"Clearness in a letter also means that the purpose of the letter is made evident at the start; it means that the letter has logical continuity, that the gaps in the thought are bridged, and that the source or point of any argument is made plain; also that specific terms, wherever possible, are used

in place of generalities.

The correct Tone is achieved by the letter-writer when his principal object in every letter is to foster or retain good-will. He will then talk to his customers about the material they are buying, not about the material he is selling, and he will stress the advantage or the profit to the customer. He will place pleasant things, when possible, at the beginning and the end of the letter, and he will avoid the negative in suggestion and viewpoint.

Bulletins are issued for the

Hardware Dealers'
Magazine

This magazine is standard sire, 9x12



Supplee-Biddle

The Well-known Jobbers

Send us 110 Subscriptions

William G. Steltz, Assistant Sales Manager, writes:

"Just a line to congratulate you on the last issue of 'Hardware Dealers' Magazine,' which arrived at my desk a few days ago. It's a gem—of the first water, and with its attractive colored cover could readily bid for space with the 'best sellers' at the corner newsstands."

"The 'Big Timber' story, written in your usual clever style right straight through to the short, snappy, condensed Market Report, stamps the March issue of the 'Hardware Dealers' Magazine' as a trade paper of unusual dominating force in the hardware world."

Hardware Dealers' Magazine

The oldest hardware monthly

370 Seventh Avenue, New York

Associated with the AMERICAN EXPORTER
The World's Largest Export Journal

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benefit of both correspondents and stenographers, and they cover practically all phases of the business letter-writing art. Business letter jargon is discussed in three bulletins covering twenty-one pages in which a comprehensive list of over-worked words and phrases is given. Everybody knows what business letter jargon is and almost everybody uses it.

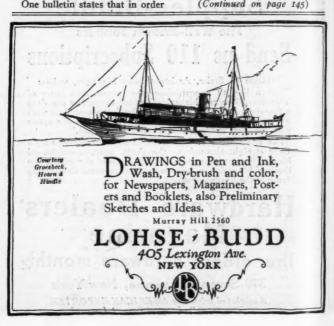
The simple question "Have a cigar?" might be translated into jargon thus: "Confirming our conversation of recent date, we take this opportunity of offering you the attached product of one of the Havana factories, with a view to meeting your smoking require-ments." Letters are flying around the country every day full of this sort of junk, taking their toll of money, time, energy, good-will and possibilities. The Atlas company listed twenty pages of it, with the hope that its correspondents would see the light and eliminate the jargon from their letters.

ters, the correspondent should be so well provided with a vocabulary and so well grounded and drilled in the fundamentals of English and a straightforward, clear, correct writing that his accurate use of language would be automatic and he would be able to forget all about it. His thoughts could then be devoted exclusively to the subject about which he wished to write, confident that his thorough training would provide automatically the right words and the properly constructed sentences for expressing what he had in mind.
All of this, of course, is merely training in the use of the tools

to write the most successful let-

of writing. It is the development of technique and is of great importance. But back of it is the spirit of the writer, by far the greater thing. Sales letters, complaint letters, collection letters, all letters in fact must have something in them besides cold-blooded mechanics. But even the warmest

(Continued on page 145)



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YOU place in the mail-drop
an envelope addressed to a
distant city, and you say mentaily, "That's on its way—it
will get there tomorrow." Have
you ever thought what makes
it possible for it to "get there
tomorrow"? One factor in
this fast service is the mailsorter's wrist. In the railway
mail cars, speeding east, west,
north and south, the mail is
sorted, and resorted, to save
time that would otherwise be
lost at terminals.



The Mail-sorter's Wrist

Is its strength used for your profit—or at your expense?

THE strong wrist you see above wasn't developed with dumbbells or by gymnastics. It got that way sorting envelopes — among them your envelopes — hustling them over long and short routes by the air line.

The mail-sorter works carefully -but he must also work fast. Sacks and pouches are received at terminals-at stops along the routeand at non-stops, via the mail catcher-arm. Throughout the run an unending stream keeps pouring in. Your envelopes must be sorted, bundled and "sacked" before they leave the car. There is always plenty-and often more. It makes no difference how much more. The work must meet the train's schedule. The train doesn't slow down-the mail-sorter speeds up.

That strong wrist works more vigorously than ever sending your envelopes singly or in bundles, from table to bin, pouch and sack. The sorter picks up a bundle, and reads at a quick glance the address on the top envelope. Perhaps the sack for that state or city is ten feet to right or left of where he stands. Does he walk down the line to that farthermost sack? He does not. He uses his wrist—not his feet.

Sometimes your envelope catapults into an almost empty mail sack. It lodges part way down. Perhaps the next arrival is a bulky Sunday newspaper, a can of liquid, or some other sledgehammer missile.

Half way down the sack it meets your envelope and speeds it on its your. If your envelope is good and strong—of tough paper—and has a husky, well-anchored clasp, it laughs at such punishment.

But if it happens to a light, flimsy envelope, imagine how what it contains will fare.

Each time your mail is sorted, in the post office and in the railway mail car, it is tied and re-tied in bundles. How often have you received envelopes that were too large for their contents and noticed that they had been folded over on themselves? When these envelopes were of filmsy paper, did you notice how their edges were cut into? That was done by the cord the mail-sorter uses.

The mail-sorter works with remarkable care. The government is very particular as to how your mail is handled. Yet how can he sort, bundle and distribute hundreds of pieces of mail an hour without that cord cutting into fragile envelopes 921

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of at that stick out beyond the others in the bundle?

As the sacks are filled, they are removed from the racks, closed and strapped-locked when they hold first class mail. They are hauled to the car door to be put off, stacked up to await their stations. To withstand the piled-on weight of four or five heavy sacks, the envelopes inthe bottom sack need to be huskies.

The Railway Mail Service is one of the most efficient divisions of the postal service. It is also one of the busiest-perhaps the busiest. your envelope breaks in the mail, the mail-sorter will reinforce it and do everything possible to save its contents and get them through to their destination. He shouldn't have to do this extra work. He wouldn't have to, if everybody used When you use good envelopes. envelopes that are not equal to their job, you are not only adding to the work of this splendid service-you are risking your own interest.

Mailing valuable papers and costly catalogs in cheaply made envelopes is as risky as sending cash in unregistered letters. They may arrive, but it's taking the long chance. The safe way is to entrust your papers, printed matter and flat merchandise to envelopes of paper of almost textile toughness and strength-and that means ImprovedColumbianClaspEnvelopes.

The Improved Columbian Clasp Envelope is of pure Jute stock, one of the strongest papers that can be used for the purpose. It has ample strength to resist the strains which it is sure to meet in its journey through the mails; it is heavy enough to protect its contents.

Third or fourth class mail is subject to inspection by the postal authorities. The Improved Columbian Clasp facilitates this inspection. Made of malleable steel, it can be opened and closed repeatedly without breaking. Its four prongs hold fast in the double thickness of strong Jute paper, and withstand pulls and strains that would be fatal to a less sturdy combination of suitable metal, tough stock, and good anchorage.

You can get Improved Columbian Clasp Envelopes in thirty-one useful sizes, almost made to order for anything you want to mail, from a sample that would fit the vest pocket to an 11" x 14" catalog. Almost all good stationers carry the Improved Columbian Claspand recommend it as the best that money can buy. If you have trouble in finding it, write the General Offices of the United States Envelope Company, Springfield, Mass., and you will be put in touch with a nearby distributor.



This is the envelope now used by up-to-date business houses, stores, factories and mail order concerns to deliver catalogs, papers and small articles of merchandise safely. It is the sturdy Improved Columbian Clasp, of high-grade Jute paper, exceedingly tough and strong.

Improved COLUMBIAN CLASP ENVELOPES

are made on marvelous machines. Exacting inspection maintains the high quality standard of these envelopes. The manufacturers, The United States Envelope Company, are the world's largest producers of envelopes.

Element divisions, located of stretch.

Eleven divisions, located at strate-gic points, cover the country. These divisions are

Location

Worcester, Mass,
Logan, Swift & Brigham Envelope Co.
Rockville, Conn.
Hartford, Conn.
Pilimpton Manufacturing Co.
Springfield, Mass. Morgan Envelope Co.
Springfield, Mass. Morgan Envelope Co.
Springfield, Mass.
P. P. Kellogg & Co.
Springfield, Mass.
Withcomb Envelope Co.
Worcester, Mass. Withcomb Envelope Co.
Worcester, Mass. Withcomb Envelope Co.
Taldianapolia.
Contral States Envelope Co.
San Francisco, Cal.
Pacific Coast Envelope Co.
Philadelphia, Pa. Monarch Envelope Co.

Send your inquiries to the General Offices, Spr field, Muss., and you will be referred to a nearby distributor



To Some Agency Man Looking for this Opportunity

 $I^{\rm N}$ SOME advertising agency, large or small, there is an all around man who would just fit into our business family, as an associate in business-getting and account handling.

He will have a business-building record, and very definite ideas on what *real* personal service means to a customer, and be a stickler on giving it.

He will incline more towards the moderate size, sure footed accounts, with a development possibility, than for the larger ones that use advertising experimentally, and are constantly changing policies and agents.

He will use golf as a health insurer, but not over estimate its value and necessity as a business getter.

It will be important to him, the kind of folks our organization is made up of. He will of course want to make money, but he will have to be happy in the process of its making. He will want to participate in a salary and also commissions on the business he handles. He may even incline to become a stock holder after he has satisfied himself of the soundness of our business methods, and the stability of our ideals.

He will be from 30 to 40 years old, married, and glad of it. His wife will want to look us over before any decision is made. If she is not that interested, then neither are we in her mate and supposed pardner.

If you are the man described, you may incline to write me. The letter will, of course, be held in the strict confidence it merits.

TUTHILL ADVERTISING AGENCY

L. W. C. Tuthill, President 1133 Broadway New York Apr. 2

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It is "spirit" supervis

hearted, most imaginative of men cannot always put their personality on paper. They must be trained in this as well as in the mechanics of writing. Beauty of language, imagination, individuality, romance, friendliness, interest; these things put in letters are the things which build good-will. They are that "Certain Some-thing" which lifts letters out of mediocrity.

Some years ago a young man who held a modest position with a small shipping company in New Orleans wrote such interesting letters that he attracted the attention of a large organization in New York with the result that the New York house offered him a position at a substantial advance in salary. He always put "That Something" in his letters that made them strong and winning. It wasn't that his letters were literary masterpieces but that they were real and true and full of ideas. His plan of writing was to refer to some specific case which was related to the subject under discussion. And he always made a definite reference to one place or thing that would be interesting to anyone. He teased the imagination and the fancy. In his new position it was the duty of this correspondent to write to prospective travelers. In reply to a query from two elderly people in regard to an ocean trip to Charleston he wrote:

My Dear Mrs. Ronnolds: We know you will delight in the trip to this Southern port, because of the to this Southern port, because of the mildness of the weather at the time you will reach Charleston. It is a delight-tul old city, rich in romance. It is just the sort of place, if we may venture the suggestion, for a "second honeymoon." You will be charmed by the Battery, with its fine walks, its moss-grown trees and its constant visits of electric water. and its constant vista of gleaming water. The hotel accommodations are adequate

and reasonable. You will find in Charleston a touch of the Old World. And then there is the ocean voyage down

the the there is the ocean voyage down-the warm sunshine, the deck chairs, the splendid meals aboard. Friends of mine took this same trip a year ago and are warm in its praise. I have had drawn up for you a list of sailing dates, accommodations on board the boats, etc. By all means visit the famous Sunken Gardens.

It is in the development of this "spirit" that the correspondence supervisors can do their best work, and for this reason they must have hearts as well as heads.

A certain wholesale house nearly went into bankruptcy not long ago, largely because of its lazy letters. One of the executives of the company had read somewhere that brevity was the great thing to be desired in letters and so he gave orders that all letters thereafter must be brief. Brevity was achieved but at the sacrifice of conciseness. Customers' questions were not answerd in full. The letters were too short, they were inadequate and deficient.

They were defective, abrupt and petulant. One by one customers began to drop away and the time came when the company stood tottering on the brink of ruin. And all because of bad letters.

Sales managers, factory managers, advertising managers have become definite parts of business management, but the correspondence supervisor or manager or censor or critic or whatever you wish to call him has not yet been assured of his place. Psychological tests are applied to applicants for shop positions. Medical departments prevent the employment of physically unfit and departments of education undertake to polish off high-school students and even college graduates. The proper selection and education of correspondents and stenographers is of equal, if not of greater, value and yet the work is often done without care or thought.

Correspondent supervisors are. more "standard equipment" in business organizations. Executives are beginning to realize that the most valuable part of the work of these teachers is not as mere "information-givers" in grammar and the like, but as inducers of the habit of accurate thinking and analysis, as stimulators of pride of performance and as developers of imagination.

Heads Muscatine Advertising Club

E. L. Fischer has been elected president of the Muscatine, Iowa, Advertising Club, succeeding J. H. Kendig.

Advertising—A Part of Sales Expense

The Determination of the Amount of the Appropriation

BROADLY speaking, we find only two costs in any manufacturing business:

Cost of producing. Cost of marketing.

Under producing costs, we find such subdivisions as:

Raw materials

Labor Packages

Factory overhead

Taxes

Investment

etc.

Under marketing expenses, we find:

Selling Advertising Office overhead

Many concerns find that the above broad grouping of costs has many advantages, one of which is

as follows:

It definitely links advertising costs with selling costs. When advertising is charged as a separate item, all sorts of irregular expenses are frequently included. Thus the money set aside for advertising is quickly dissipated. When advertising and sales are considered together, the irregular expenses are more equitably apportioned and the advertising appropriation is not unduly penalized.

Some manufacturers have an even stronger belief. They feel that advertising should be considered an integral part of their business. They go so far as to charge advertising to manufacturing expense. They include advertising as part of their manufacturing costs.

Most manufacturers, however, prefer to consider advertising as a part of sales expense. Some build up their business by employing a great number of salesmen.

Reprinted by permission from "What Basis for the Advertising Appropriation?" a bulletin of The Blackman Company. and use relatively little advertising. Others put most of their sales expense into advertising and require few men to handle sales. To illustrate:

There are two competing food manufacturers, both having na-

tional distribution.

One advertises nationally on a huge scale. In the Chicago territory, he has three salesmen.

The other advertises moderately and has thirty-six Chicago terri-

tory salesmen.

To make sales, you must spend money somewhere for sales effort. The money all comes out of the same pocket. The question is:

To gain a certain sales objective, how should the money be spent? Eighty per cent for advertising, and 20 per cent for salesmen, or 20 per cent for advertising, and 80 per cent for salesmen, or some percentage in between?

The advertising appropriation should always be considered in its relation to other factors—and never as a thing apart. The sales and manufacturing policies should be carefully studied in each individual instance before the word appropriation is even mentioned.

In deciding the apportionment of sales costs, much depends on what the advertising appropriation

covers.

H. A. Rick Joins Porter-Eastman-Byrne

Harry A. Rick, formerly with the Charles Daniel Frey agency, Chicago, has joined the copy and merchandising department of the Porter-Eastman-Byrne Company, Chicago advertising agency.

Small, Maynard Advances N. H. White

Norman H. White, for the last two years with the publicity and manufacturing departments of Small, Mayard & Company, Boston publishers, has been elected vice-president of the company. Apr. 2.

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Beware of the Business Muckraker!

(Continued from page 12)

day to make housing more pleasant, safe, economic, beautiful; factories and office buildings more efficient; if it told of its vast efforts in assembling all the alloys and minerals required in the products it delivers for public benefit; if it told the real story it has to tell of how every person in the country daily, hourly, profits by its service, do you believe its enemies would not only be reduced in number through being converted into friends, but that all denunciations against it would have to be substantiated?

If the railways, instead of spending most of their advertising appropriation in trying to lure people to resorts, would tell, as the Hill lines, under the leader-ship of the Chicago, Burlington & Quincy, are trying to do, how their lines have developed the territories they traverse, turning wilderness into farms, struggling, sordid hamlets into cities, repair factories, country into storekeepers into metropolitan merchants; how they have been the basic means for providing work for millions through opening great empires of waste to life and health and prosperity; how, without them, the population and resources of this country could not possibly have been assembled and made of service in the fabricating of one of the world's mightiest nations; if the railways did this do you think the travesty of Government ownership would ever gain much headway in the minds of the public?

If oil had gone in for educational advertising as long ago as did the American Telephone and Telegraph Company we would not see today the sad spectacle of a multitude of Standard Oil companies forced to stumble over each other in their efforts to live up to the restrictive and destructive laws which hamper their public service. And think of the ser-

vice story oil has to tell, the story of the Standard of New Jersey, which was once, and might still be, the Standard of the world, if it had sufficiently valued public Think of the great opinion. pioneer work it has done, its oil land development, its scientific achievements in refining, its great industrial-educational work, developed systems highly transportation and distribution, its enlargement of the service of oil to humanity, such as taking stokers out of the intolerable heat of steamship stokeholes. Educational advertising would have forced a stupid, if well-meaning, Government to keep its hands off. and would have saved the public from the burden of paying for the uneconomic condition the Sherman Act dumped upon us.

WALL STREET CAN BE CHANGED IN PUBLIC'S MIND

And if Wall Street, represented by the New York Stock Exchange, and financed by the members of that exchange, would educate the public to the fact that the investment and financing functions of that notorious district and institution are in reality as essential to the actual existence of this country as is the farmer's wheat, do you think "Wall Street" would continue in the public mind as synonymous with Hell? There is a beautiful story, a marvelous opportunity, in selling Wall. Street faith and respect to the public. Properly told, Wall Street would have the pulpit supporting it in a year or two.

So it goes. What have the harvester interests, the manufacturers of railway engines and coaches, the mining interests, the electrical equipment corporations, the telegraph systems, the purveyors of foods, and the many other really great industrial institutions of this country, not to mention the producers for production, whose products or even corporate names are not publicly known; what have these done to educate the people who make up their eventual market to an appreciation of the really wonderful

Apr. 24.

service they are constantly ren-

dering? While the present imperative need for educational advertising rests most heavily upon those industrial units which have the reputation for being in a monopolistic or controlling position, there is no question that every house which has raised itself above its kind has, by that very act, developed a need for educational advertising. The former need such text for protective and stabilizing purposes. The latter need it for safeguards against the future, and for securing a more enduring market position.

As a matter of fact any activity which can profitably employ publication advertising can profitably employ educational advertising. The extent of its use may be dependent upon the position of the concern in its territory or in the class it represents. Yet even that factor need not influence to excess, for the time is not far distant when all advertising will be

more educational than it has been in the past. In other words advertising is at last growing out of its infantile eccentricities. There is evidence that we are beginning to use this gigantic economic force for more reasonable purposes than that of beating a bass drum or acting the part of a ballyhoo,

But for the moment we are more concerned with the disregard of those national organizations which evidently require this service for protection and growth. Big business always needs educational advertising for the very fact that its bigness, its conspicuous prosperity, creates passive resistance born of envy, even in times of most apparent peace. Now big business requires this form of advertising to protect it from the ignorance of the public, an ignorance which indifference to public opinion has fostered.

It is not enough for the executives of these gigantic organiza-(Continued on page 153)

Over one-half of America's Car Owners make a long distance tour

According to the figures compiled by the National Automobile Chamber of Commerce, in ten representative states in different parts of the United States, 542 out of every 1,000 car owners make a long distance tour.

Over 100,000 of these long distance motor tourists who travel in that section east of the Mississippi and use the 400 leading hotels in this district, can be reached through the Associated Tours Guide.

E. P. THOMPSON, JR., Business Manager

THE ASSOCIATED TOURS GUIDE

Published by The Automobile Club of America Also publishers of "Motor Travel"

247 West 54th Street

New York City

THE CALL

Once again The Call has increased materially its lead in circulation over all of its competitors in the San Francisco evening field. Sworn statements of the three San Francisco evening newspapers covering the six months' period ending March 31, 1924, show that The Call leads its nearest competitor by 31,924, and that it is the only San Francisco evening newspaper that registered a gain over its last statement.

Here are the figures:

THE CALL—93,227, a gain of 2055 The Bulletin—61,303, a loss of 3380 The News—56,908, a loss of 1104

The Call's steady, consistent, upward growth is a reflection of The Call's policy of delivering always to its readers and its advertisers a better newspaper; of its progressive improvement in all lines of newspaper service—its domestic and foreign news; its attractive features and art; its typographical and mechanical excellence.

It is this constructive policy which brings to it more readers than any other newspaper in its field may boast; more of the advertising of the nation's big mercantile and industrial concerns than any other newspaper in its field enjoys.

With a definite, overwhelming lead of 31,924 daily over its nearest competitor, The Call's supremacy in its field cannot be challenged.

SPORTS GRAPHIC

— the new illustrated general sports magazine

Just off the press—130,000 copies, instead of the 50,000 we expected to print of this first issue! And it's a whiz of a sports magazine! Everyone says so—take a look at it!

See it (Saturday, April 26th) on the counter when you enter the nearest United Cigar Store to buy your week-end supply of cigars and cigarettes—and on the news-stands.

Millions of others will see it, too. But not more than 130,000 will buy it, because that is all we are printing of the first number.

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SPORTS GRAPHIC

A unique magazine distributed in a unique way. Sports Graphic is the sort of a magazine a busy man likes to read. Edited by Thornton Fisher, a sports writer who already has a tremendous following among sport lovers. Illustrated with snappy, newsy photographs. Tersely written articles by professionals, amateur champions and sports writers will make it a magazine of authority.

But the most unique feature of this new sports magazine is the way it is distributed. It is sold through the 3000 United Cigar Stores and agencies—and on most newsstands too.

Think of the tremendous circulation possible. 3,000,000 men enter the United Cigar Stores at least once a week. Every one of them is a lover of sports.

If you have a product that men buy for themselves, for others or for their homes,

SPORTS GRAPHIC IS YOUR MEDIUM

Rate—covering the first six months from first issue—\$300 a page.

CENTURION PUBLISHERS, INC.

Don M. Parker, Business Manager 353 Fourth Avenue, New York

Publishers of THE AMERICAN GOLFER, THE SPORT PICTORIAL

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As it is Writ in the Psalms:

"Shall Thy Wonders Be Known in the Dark? And Thy Righteousness in the Land of Forgetfulness?"

The land of business forgetfulness is populated with the ghosts of gone successes. "Sunny Jim" is there. "St. Jacob" is a mournful exile. "Billy Baxter's Letters" are the echo of a dirge. Vice-Presidents usually become inhabitants the day after election.

The shortest thing in proportion to its importance is man's memory. Man's memory is custodian of the greatest asset any business posseses—its good-will. Too often the

epitaph'is written in reverse English:
"Not Gone, but Forgotten." Here
are the siren signs that point the
way. Do you recognize them:
"Success Is Yours—Rest a While";
"Demand Exceeds Supply—You
Should Worry"; "Business is Good
—Don't Advertise"; "Business is
Bad—Don't Advertise."

And the most alluring of them all—because it touches man's venerable vanity—reads: "Everybody Knows You!"

We Are An Advertising Agency

Our business is to put and *keep* a manufacturer's product before his public—as conspicuous as a lighthouse in a swarm of fireflies.

The procedure is simple, sound, sensible; we find out, definitely-

- (1) Where you are getting business and why.
- (2) Where you are losing business and why.
- (3) What opportunities there are to get more business.
- (4) Why Brown buys your goods and Green your Competitor's,
- (5) What Brown does with your product after he gets it.
- (6) How many people ever heard of your goods.
- (7) Why so many have never heard of them.

Then— On the basis of known facts, we build our advertising plans to fit the need of the business.

Have you inherited an advertising and selling campaign which has become obsolete? Is there obviously something wrong with your campaign? Ask us to call.

Are you advertising just because your predecessors did? Or because you want to "support the papers"? Or because your competitors do? Ask us to tell you of some far worthier charities.

Is your business so "different" that it can't be profitably advertised? By all means, ask us to call.

Bissell & Land, Incorporated

An Advertising Agency

337 Second Ave., Pittsburgh, Pa.

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tions to shrug their shoulders and say, "Let the public investigate, it will find we are employing means to serve it which it does We welcome innot imagine. vestigation, let it come." And it is not enough for them to say, "Look at what we are doing! We are forever spending our profits If the to improve our service. people don't appreciate our efforts when they are laid before them in services and wares of the highest type and at prices which only a most economically operated concern makes possible, how are they going to appreciate us by being told the facts of how we developed this business to meet their needs?"

THE MULTITUDE MUST BE TOLD

Such defenses are not enough. Just as fine days and good health are taken for granted, so fine service is accepted without appreciation. Big business is not justified in blaming the majority for lack of appreciation. And it need not expect the majority to understand without explanation, without constantly repeated, detailed and simplified explanation. The fact that big business is rendering remarkable service is never self-evident to the majority.

All the majority sees is that big business is amassing wealth and power. Nor can big business safely assume the attitude that rendering service is enough. The qualities which make it big business are as exceptional as is understanding. If big business did not have to explain it would be because all business was big, because all men understood.

Moreover, big business has occasionally slipped from the chalk line of rectitude; it has taken the law into its own hands. Let us admit that it has done so for the public good as well as for its own good; let us give big business all the benefit of the doubt, even so a little slip on its part makes a mighty big story. Forty thousand corner grocers might each weigh in a thumb, several times a day, without making delivery or without creating a scandal. But the

Publishers Read this

Nowhere will you find better facilities for the making of large editions, books or printed matter.

Nowhere will you find large editions made better than by HADDON PRESS Craftsmen.

Nowhere will you find an executive personnel better qualified to give you complete service.

Exquisite typography, perfect plate making, the best Black and Color Printing.

Artistic bindings in cloth and leather.

Manufacturing facilities and equipment the equal of any, anywhere.

It will pay you to consider HADDON PRESS with its excellent shipping advantages, prompt deliveries and low operating costs.

A competent representative will call on request.



Where Federal crosses Nineteenth Street
CAMDEN, NEW JERSEY



high class bunk

BUNK never sold anything. Pretentious a ppearance and insincere words do not inspire the confidence which is necessary to create sales.

Advertising is a selling necessity, because it can be made to create definite sales at a low commission.

Advertising becomes a luxury when through high sounding phrases and needlessly expensive media, it gives the impression of being BUNK and ceases to sell.

We draft advertising pieces and print them with no other idea than that they sell your goods economically.



THE YORK PRINTING CO.
YORK, PENNSYLVANIA

New York Office 156 W. 34th St. Phone Chickering 0017 corner grocer is a little man, in personal contact, commercially and socially, with the little people he serves. He may contribute a joke to make up shortage in weight, and remain an affable little merchant; but growth and greatness are not arrived at in this manner. The price of mediocrity may be short weight and affability; but the price of prominence is service and public proof of service.

We are told that nature abhors a vacuum. Not so human nature. It loves the comfort and freedom of littleness, and those who climb out of the common rut onto higher ground automatically become strangers who have to be explained. Their size and position make them prominent. progressive methods which carried them out of the rut make them misunderstood. All of which means that however much the majority may profit by the exceptional ability of the few there must always be messages of explanation from the latter to the former-with prayers that messages will be understood.

The strange events of the last ten years have kept the mass of people so interested and active they have not had the usual time to spend in envying the prosperity of big business. Not every generation of men has been permitted alternately to sit in the amphitheatre of the world and to act as supers on the stage of international affairs while empires have been overthrown, exiled and maps hacked to pieces. They have been glutted by excitement. The greatness of this age has been emphasized by the greatness of its upheavals.

But there was a long intermission, with much restlessness and questioning. Nations not at war were still nations in turmoil. Old routines had been broken, little minds made to think, but not to think very correctly. Doubts, questionings, fears arose. Then when the curtain of excitement went up again in our own country the whole character of the play had changed. From the pomp and heroics of war and

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crashing empires our people saw the disgusting spectacle of Washington vomiting scandal.

Rule by epidemic and Government by frenzy will force anyone's interest when it is on a
grand scale; but to have such action followed by certain elements
of big business and big politics
giving an exhibition of cheap
trickery makes reprisals certain.

What is more to the point, for the consideration of big business in connection with its need for educational advertising, is the fact that, even if some of its members had not been splattered by the spewing of Washington, the exhibition of the shame of our national Government would react against big business. The stability of the State and the stability of business are interdependent. These two arms of national life form an interlocking economic When you strike at one you also hit the other. Consequently big business has been hit. and hit hard, by the happenings at Washington, or rather by the publicity these happenings have had; and no one can deny that for detail and expressiveness the advertising has been educational.

Consequently there is danger of the return of the muckrake. We do not need it. It is questionable if we ever needed it. Experience (as evidenced by Washington) has proved that big business cannot exist over any protracted period without rendering service commensurate with the price it demands. If scandal does not take care of this, competition will, and neither business nor the casual citizen needs the protection of the muckraker.

Yet the only way the casual citizen will ever be convinced of this is through being told in plain language just what big business does for him. He does not want to feel his dependence upon big business. No one cares for the position of the "poor relation." He must be made to feel that big business is his big brother by being taken into its confidence and permitted to see the service which never appears on the surface.

"Punch"

"The Foremost Humorous Journal of the World,"

"There is no medium to equal 'PUNCH' for creating sales in high-class trade at home and in the Dominions. I can vouch for this by the experience and reports of the highest class of British advertisers in many trades."

WILLIAM S. CRAWFORD

Governing Director.

W. S. Crawford, Ltd.

Advance Booking is Always Essential

MARION JEAN LYON
Advertisement Manager "PUNCH"
10 Bouverie Street,
LONDON, E.C.4. Enc.



103 Sales Managers Say: "We Did It. It's Good. We'll Do It Again."

We gave them a selling plan. It cost them nothing to find out about it and didn't cost much in dollars, time or labor to carry out the plan.

They got results. Some measured their results in two-fold sales. All of them without exception—won much of that priceless, inestimable good-will from which sales are born.

We Will Send You a Plan-Free

You can immediately get in touch with old customers, present customers, proposets in a simple, definite way that has not faked in a single instance. The principles of this plan are printed in a book. The results—vouched for personally by some of the best known salesmanagers in the country—are included in

this book.

The book, and the plan that definitely fits your business, await only your word that you want them.

Call your stenographer and dictate your request or simply mail the filled-in coupon.

THE WAHL CO., Industrial Sales Dept., CHICAGO, ILL.

- MAIL THIS-PLEASE - - -

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Brown Durrell Advertising Plans

Business-paper advertising is being used by the Brown Durrell Company, New York, to meet a marketing problem New York, to meet a marketing problem with department stores. The company is distributor for a number of mills that make Forest Mills underwear and Gordon hosiery exclusively. The problem, PRINTERS' INK is informed, arises because there are buyers of large department stores who still look upon the Brown Durrell Company as jobbers; the policy of these stores being to buy direct from the mills. Also many of the larger stores do not care to build up business in trade-marked lines.

The company's consumer advertising has in the past attempted to create an impression of quality without boasting. This copy appeal will be continued. Magazines, newspapers and business papers will be used in its 1924 campaign, the appropriation being about the same

papers will be used in its 1224 campaign, the appropriation being about the same as last year. Showing nice people in Gordon hosiery advertising. Photo-graphs, principally, will be used in the Forest Mills copy to show the complete line of underwear for all members of a family. The account is handled by Evans & Barnhill, Inc., New York advertising agency.

New Accounts for Hovt

The Cowan Truck Company, Holyoke, Mass., manufacturer of Cowan's in-dustrial trucks, and the H. B. Smith Company, Westfield, Mass., manufac Company, Westfield, Mass., manufacturer of heating apparatus, have placed their advertising accounts with the Springfield, Mass., office of the Charles W. Hoyt Company, Inc., New York advertising agency.

New Magazine to Be Published at Hollywood

The William R. Swigart Publishing Company, Hollywood, Calif., will publish the first issue of a new monthly magazine in June under the name of the Melbourne Spurr Magazine of Stage, Art and Screen. Gordon Clifford is manager and T. E. Flewelling, advertising manager.

H. E. Myers Joins

Cracker Jack Company
H. E. Myers has joined the advertising department of The Cracker Jack
Company, Chicago. Until recently he
was vice-president and treasurer of
Evers, Myers & Watrous, Inc., advertising agency of that city, which is now
Evers, Watrous & Company.

B. Y. Kleinsmid with Los Angeles Printer

Bruce Yale Kleinsmid has joined the sales staff of the Will A. Kistler Company, Los Angeles printer. He previously was with Blake, Moffitt & Towne, of that city, as manager of sales promotion.

In view of the wide-spread interest in the case between

CLARENCE D. COSTELLO, et. al., Complainants,

and

THOMAS CUSACK CO., et. al., Defendants,

we are utilizing the succeeding pages to publish the OPINION of Vice Chancellor, John Griffin, in Chancery Court of New Jersey—rendered April 14, 1924.

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of that city, as manager of sales

IN CHANCERY OF NEW JERSEY

Between

CLARENCE D. Costello, et al., Complainants

- OPINION

THOMAS CUSACK COMPANY, et al.,

Defendants

Submitted March 31st, 1924; decided April 14, 1924.

Messrs. Treacy & Milton, solicitors, and Lindley M. Garrison and John J. Mulvaney, Esqs. (and George F. Hurd, Esq., of the New York Bar) of counsel, for Complainants.

Messrs. McDermott, Enright & Carpenter, solicitors, Mr. John M. Enright, Mr. Merritt Lane (and Mr. J. S. Hummer, of the Illinois Bar) of counsel, for the Defendants.

GRIFFIN, V. C .:

One phase of the bill in this cause was before this Court, and was decided in a memorandum filed on October 9th, 1922, and in an additional memorandum, upon re-argument, filed November 3d, 1922. From the order then made an appeal was taken to the Court of Errors and Appeals, which order was affirmed. Costello vs. Thomas Cusack Company, et al., Vol. 1 N. J. Adv. Rep., p. 314.

The cause came on to be heard on the residue of the bill.

Defendant, Cusack Company, sought again to amend the certificate of incorporation at a meeting held on May 5, 1923, changing the character of the stock in some respects and, on supplemental bill, this was also enjoined without filing a memorandum.

The Cusack Company, on December 7, 1922, filed an answer with a counter-claim, bringing in Mr. Logeman and others as defendants; whereupon, Mr. Logeman had himself added as a party complainant to the bill. In his testimony he says he knew nothing of the preparation of the suit by Costello until the subpoena was served; and the reason why he had himself added as a party complainant was because he was attacked in the counter-claim.

During the trial of the cause, on the application of complainants, an order was made allowing the bill to be amended in such fashion that it would stand as a bill under the statute for mismanagement, and praying an injunction and receiver, a copy of which amended bill is contained in the order. Afterwards counsel desired to treat the form of bill contained in the order as an independent bill, and, after some discussion, withdrew his application to amend, stating that complainants would stand on the original bill filed.

The charges against the defendant company, contained in said bill, are practically as follows:

1. That Cusack has dominated and been able to maintain control of the policy of the Company, and to maintain and operate the Company for the benefit of himself and of the majority stockholders, in the detriment of the complainant and the minority stockholders, by the payment of large and unwarranted salaries, commissions and bonuses, or additional compensation to all the named majority stockholders, who are directors; and it then proceeds to set out the salary paid to President Cusack. It also alleges that the Company has been mismanaged and its earnings squandered, etc.

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2. That it has been the policy of Mr. Cusack and the majority stockholders and directors to increase and expand the business for the purpose of increasing the volume, whereby they might increase their compensation without regard to whether the extension was made upon a profitable basis; and refers to the \$1,800,000 bond issue in the year 1918.

3. That it increased the amount of its loans at banks.

 That it established a branch in New York City which has been conducted at a great loss.

5. That, for the purpose of obtaining control and monopoly of the business, it has formed a corporation known as "The National Outdoor Advertising Bureau," which is being managed at a loss.

6. That, for many years the Thomas Cusack Company had been receiving, in each year, a large volume of orders from Poster Advertising Company, Inc., George Enos Throop, Inc., Ivan B. Nordhem Company and other solicitors, which, in the year 1920, amounted to more than a million dollars; and that for the purpose of obtaining a monopoly or control of the business in the United States, Mr. Cusack, in the year 1920, undertook to have the Cusack Company refuse to receive any further orders from said concerns, and refused to take such orders, amounting, in the year 1921, to about \$1,500,000, the result of which created competition, to the great loss of the stockholders of the company.

7. That the Company's books show a profit, for the year 1921, of about \$500,000, while its published audit for the same year shows a profit of about \$1,500,000; and that the difference arises from the auditors charging the cost of erecting and maintaining poster-boards, etc., as a capital asset, which method is erroneous. These auditors are Price, Waterhouse & Company.

It is then charged that the Thomas Cusack Company has been and is now being conducted at a great loss and greatly prejudicial to the interest of its creditors and stockholders, so that the business cannot be conducted with safety

to the public and advantage to its stockholders. It then prays among other things, for the ascertainment of the proper compensation of the defendants, and that they may be decreed to restore the excess above that sum; that the actual surplus, for the purpose of declaring dividends, be determined, and that the proper dividends be declared; that it may be restrained from exercising its privileges and franchises, etc. and that a receiver be appointed.

Dealing with the first charge in the complainants' bill: Mr. Logeman became Secretary and a director, as I recall it, in 1917, and voted with the majority on all these items, and was in perfect accord with the majority, down to and including the meeting of May 25, 1920, at which latter meeting the salary, bonus and traveling ex-penses of Mr. Cusack were fixed at the identical sums that the bill now complains against, with Mr. Logeman and his brother-in-law, Robbins, voting in the affirmative. This compensation was as follows: Sal-ary, \$50,000; allowance for expenses, \$10,000; bonus on net profits, 10 per cent, the net profits to be determined on the Company's method of accounting.

At this meeting of May 25, 1920, the order of business was as follows: The compensation of the President was first fixed as above for salary, expenses and bonus; nine directors were then unanimously elected; and on both these resolutions Messrs. Logeman and Robbins voted in the affirmative. In the next resolution Mr. J. M. Loughlin was elected Secretary. Mr. Robbins placed in nomination Mr. Logeman; the result being that 16 votes were cast for Mr. Loughlin and 2 for Mr. Logeman. The salary of the Treasurer with traveling expenses and bonus was thereupon fixed. Mr. Logeman and Mr. Robbins voting in the affirmative. Thereafter Mr. Logeman and Mr. Robbins, for the first time, began to vote in the negative upon the resolutions offered.

At an adjourned meeting of the Board of Directors held March 15, 1921, Mr. Costello appears as a director instead of Mr. Robbins.

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At this meeting Mr. Cusack was elected President, Mr. Costello voting in the affirmative, Mr. Logeman in the negative. On the vote for Mr. Read as Treasurer Mr. Costello voted in the affirmative, Mr. Logeman in the negative. same may be said of the vote for Mr. Loughlin as Secretary. this meeting the salary, bonus and traveling expenses of the President were fixed at the sums above stated in the bill, namely, \$50,000 salary, \$10,000 for traveling expenses, and a bonus of 10 per cent of the net profits "to be determined in accordance with the system of accounting that has been and is now being followed by the Company." On this resoluton Mr. Costello voted in the affirmative, and Mr. Logeman in the negative. Mr. Cusack did not vote. Sixteen out of eighteen directors present voted in the affirmative. The salary of the Treasurer was fixed at \$6,000, \$4,000 for traveling expenses, and a bonus of 2 per cent, being the same as the previous year. Sixteen voted in the affirmative, including Mr. Costello; and Mr. Logeman voted in the negative. The compensation of the Secretary was fixed at the same figure as the preceding year, namely, salary \$6,000, traveling expenses \$2,500, and I per cent bonus. Mr. Costello voted for this resolution; Mr. Logeman voted in the negative. In fixing the salary of Mr. Spriggs at \$1 820 a year, in addition to a bonus of 1 per cent, Messrs. Costello and Logeman both voted for the resolution. The same may be said of the salary of Mr. O'Mara.

At the meeting of the Board of Directors held March 28, 1922, both Costello and Logeman voted against Mr. Cusack for President. The minutes of this meeting show the following statement by Mr.

Logeman,-

"I voted 'NO' not on account of the personal villification and attacks that he has made on my character, but on account of his illegal acts and his continued actions that would tend to destroy the value of the interests that I, and the stockholders who have

elected me a director, have in the Company."

Not only did Mr. Logeman vote for all these alleged extravagances in the payment of salaries, bonuses, etc., before the breach came, and Mr. Costello, in 1921, voted in the same fashion prior to his retaining Mr. Lutkin, but the great weight of the testimony is that the compensation fixed by the Board of Directors was reasonable and the method proper; and I do not recall any evidence on the part of the complainants to the contrary.

Turning to the second point made by the bill, as to the increasing and expanding of the business and referring to the \$1,800,000 bond issue in the year 1918. At a meeting of the Board of Directors held on the 28th of February, 1918, to consider this issue of \$1,800,000 of bonds, there were present, among other directors, Messrs. Logeman and Robbins, and the resolution to issue the bonds was adopted by the unanimous vote of the directors of the corporation present. Following this a stockholders' meeting was held, on March 20, 1918, upon due notice stating purposes of the meeting and referring to the \$1,800,000 bond issue. Thus the stockholders were fully advised of the object of the meeting. At this meeting Mr. Read held the proxies of Messrs. Costello, Robbins Logeman. Mr. Hopkins acted as Secretary of the meeting; and the resolution to issue the bonds was unanimously adopted by the stockholders, casting 66,00916 votes in favor of the resolution and none against. Thereafter, on the 22d of March, 1918, Mr. Logeman, as Secretary of the Company, made his certificate of the passage of said resolution, and that no part of the action taken at said meeting has been revoked or rescinded, and swore to the same. It is therefore apparent that this resolution was adopted unanimously by the directors and stockholders, with the full approval of Messrs. Logeman, Robbins and Costello. It seems rather strange, at this late day, when the complainants are now at swords

points with the defendants, that the Court would listen to the complainants' charge that either Mr. Cusack or the Company had ulterior motives in the issuance of these bonds, after they had actually approved of the action.

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Touching the question of expansion-at the meeting of the directors held February 25, 1918, after action on the bond issue was taken, it was resolved to close with Brook of Brooklyn, The Interborough Company and Solomon & Co. on the terms as read by Mr. Yerkes. (purchase of plants). Another resolution was passed that \$100,000 be authorized for the expenditure in the construction of the new building to be located at 25th Street, Broadway and Fifth Avenue, New York City, \$50,000 of this amount to be taken from the bond issue. These resolutions were unanimously adopted, Mr. Logeman and Mr. Robbins both voting in the affirmative. Another resolution was unanimously adopted, after considerable discussion, that Mr. Yerkes and Mr. Ruch renew the negotiations with Mr. Buchholtz of Hartford, Conn., and close with him as near the terms of the original agreement as possible. Other resolutions of a similar nature, to negotiate with Mr. Seymour of Springfield, Mass., and with Messrs. Flynn and Kimball of New England, were introduced, which were unanimously adopted, Messrs. Logeman and Robbins voting in the affirmative; and so far as I have been able to observe from the testimony, in no single instance, prior to the breach between Logeman and Cusack, did Mr. Logeman vote against expansion; nor did Mr. Costello, prior to retaining Mr. Lutkin, object to expansion whenever the question arose. And this expansion was in no manner objected to by anyone, so far as I recall the testimony, until the filing of the bill; and I am satisfied, from the evidence, that the business was conducted on a profitable basis, and that more profits would have been realized had it not been for the activities of Messrs. Logeman and Robbins, while Mr. Logeman was in the

Board of Directors, seeking to take from The American Poster Service the business of that company, which was a subsidiary of Cusack Company.

3. The third point is that they made increased loans from the banks. This I regard as proper, and was made necessary by this banks. very expansion which I have found to be legal and proper, and which met with the approval of all concerned; because the net profits, naturally, would be insufficient to take care of the expansion. illustrate: If a sign cost \$9,000 to erect, and it was rented at \$12,000, payable in monthly payments of \$1,000 each, it would take nine months' payments before the original outlay was paid. In the meantime, the company should have in hand the moneys to pay for the The only other course to be resorted to would be stop expanding, or borrow money for the purpose, which would permit the payment of cash dividends on the

common stock. The fourth point is that the Cusack Company established a branch in New York City which has been conducted at a great loss. This is one of the things that created the friction between the Poster Advertising Co. and others whom I regard as being behind this bill-at least, as to Mr. Costello. As I recall the evidence, the Gude Company, in New York City, had allowed its plant to run down and deteriorate, to the detriment of all outdoor advertisers. This being unattractive, it would injure outdoor advertising in all parts of the country, because it would not attract the great advertisers in New York City to use this medium of advertising. Mr. Cusack desired the Gude Company to improve its various plants and make them attractive for the general benefit of all outdoor advertisers; and this not being done, the Cusack Company came into the City and spent a great deal of money in putting up plants which were very attractive, and, the first few years, lost money on the new enterprise, which might be expected; but later on the plants were beginning to pay.

and, as I understand it, in this socalled loss, following the Cusack plan of bookkeeping, a great deal of the construction is charged up to expense and maintenance. I am satisfied that this move of the Company was honestly conceived and honestly executed, and that it represented the best judgment of the Board of Directors. Some men might think otherwise, but to them was not committed the management of this corporation by the stockholders-it was committed to the Directors; and if I should entertain a different opinion on the subject, it is not likely that I could, in law or in equity, substitute my judgment for that of the Directors.

5. As to the fifth charge above mentioned, I understand counsel, to have abandoned all reference to the National Outdoor Advertising

Bureau.

The sixth charge will be dealt with hereafter.

7. The seventh point deals with the question of bookkeeping-the difference between what the balance sheets of the Company showed and those of Price, Waterhouse & Company. The two methods are perfectly plain to me. Waterhouse & Company pursued the scientific methods of bookkeeping and accountancy, whereas, the Thomas Cusack Company used a different method upon which their bonuses were based. Under the Price, Waterhouse system, for the purpose of ascertaining the net income during the year, the expense of running the business was deducted from the gross receipts and the balance was regarded as net profits. Under the Cusack method, practically all moneys expended during the year, whether on account of the ordinary expenses or the erection of the new structure, or otherwise, which should properly be charged to the capital account, were charged against the gross expenses, and the remainder was treated as net income. By this method it will be perceived that the amount of bonuses paid under the Cusack system was greatly reduced; and I may add that Mr. Cusack's bonus was paid on the

amount of net income after deducting all other bonuses.

8. Although not referred to specifically in the bill, the complainants attempted to prove that the plants were over-valued. Company, from time to time, had examine the various plants and report their estimate to the Company. The values thus re-turned were, in good faith, accepted by the Company, and entered in their books as correct appraisals. There is no evidence in the case, in the slightest degree, which tends to impugn the honesty of the Company and its directors in accepting these appraisals. To support this charge, complainants offered evidence which placed the cost of construction at considerably less than that paid by the Cusack Company for similar work. I think the testimony of Mr. Stauer, who was an expert in the line of billboard construction, and had knowledge of the costs, readily disposes of the charge that the Cusack Company was paying more than others for the same class of work. Mr. Stauer gave the figures of actual cost, and showed that where the cost was less it was a cheaper or inferior kind of construction. Apart from this evidence, the fact that the Cusack Company paid these prices speaks strongly against the charge. not contended that any member of the Board of Directors made any profit by such alleged excess payments; and I cannot conceive that the officers of the Cusack Co., with its splendid organization and field force attendant to this work would pay for the construction of a signboard more than what it should properly cost. The ninth charge in the bill

9. The ninth charge in the bill is that items were carried on the books of the company, as assets, which, if properly treated, would show that the liabilities of the Company greatly exceed its assets. This related to the leaseholds on which the boards are erected. Mr. Donnelly. of Boston, who says he is practically the sole owner of several concerns engaged in bill-posting, said they do not carry the

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leases, as such, separate and distinct from the bulletins and boards, on their books at any value. Asked the question if he knew of any others in the business who did, he said he did not know their methods of bookkeeping, and he said, "Of course they are valuable, I suppose, at that; I don't know but I should think so." Then he says, in answer to questions, that in effect, if a billboard is not rented then, of course, the lease becomes a liability. But it is perfectly clear that a lease is an asset, for, without it, no billboard could be placed on the land, and, without the billboard, the Company could not do business; and the fact that money is made in such a business indicated that the leasehold is of value.

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In the case of the Cusack Company, it has about 15 per cent of its locations in reserve, the purpose being this-having rented space to a customer, if the lease at any time should be determined and the billboard removed, the Company then has other space upon which to place the advertisement. perfectly satisfied that this item is properly charged to assets; but, even if it were not, it would not show insolvency of the Company,

by any means.

Having disposed of the direct charges made in the bill, I will now deal with the history and growth of the Cusack Company; and this is largely obtained from the testimony of Mr. Cusack, who was called as a witness on behalf of the complainants and examined by Mr. Lutkin. He testified that when seventeen years of age he enfered into the business, and is now He dealt on his own account until 1903, when the corporation was organized on the 1st of September of that year, under the laws of this State, with an authorized capital of \$250,000. creases were made in the capitalization, by certificates filed in the Secretary of State's office, as follows: On May 20, 1912, from \$250,-000 to \$1,000,000; on January 24, 1913, from \$1,000,000 to \$2,500,000; on April 22, 1914, from \$2,500,000 to \$5,000,000. On Nov. 17, 1917, from \$5,000,000 to \$10,000,000. Thus in a period of 14 years the capital stock of this company was increased from \$250,000 to

\$10,000,000.

Turning to the increase in business: Prior to 1911 the property had been turned over to the American Tobacco Company. The business at that time amounted to about \$250,000 a year. I do not recall (and doubt if the evidence shows) when the American Tobacco Company took over the property, but it was prior to 1911. In 1917 the business had grown to upward of \$5,000,000 and increased year by year from two to four millions until, in 1922, it exceeded \$20,000,000.

Dealing with the assets: About 1912 the American Tobacco Company sold to Cusack for \$250,000. The property might have been considerably more valuable, but how much more I do not think is stated; but in 1921 it was the opinion of physical Cusack that the plants were of the value of \$15,-000,000. He also says that the real estate purchased by the Company from 1917 to 1922 had probably increased in value from two to four million dollars, and he estimated the profit at about 10 per He says, however, that in 1917 the total business in the United States in this line was \$12,000,000, and he thinks it safe to say that in the last year it amounted to \$40,000,000; and, with the great increase in the business, with competition, the profits were relatively decreased. The Company paid 6 per cent dividends on its preferred stock regularly and paid some cash dividends on the common stock. I do not recall at present the number of these dividends, and the amounts; but it is sufficient to say that Mr. Costello, who invested \$8,000 in 1912, thereafter received cash dividends of upward of \$2,800, which would be equivalent to a five per cent cash dividend on the original investment for seven years, or from 1912 to 1919. In addition to this he received 194 per cent in stock dividends from time to time. It will therefore be perceived that the Company has assets of about \$15,-

000,000 on a \$10,000,000 capitalization; that the amount of business has been increasing at the rate of from two to four million dollars a year, and now exceeds \$20,000,000.

The complainants say that the books of the Company do not reflect the profits and losses of the Company. To illustrate: They say that in 1922 the books show a profit of \$384,504.43, while the Price, Waterhouse audit shows a profit of \$1 359,535.77, the difference being \$975,031.34. I think this is explained in Exhibit XII of the Price, Waterhouse report, dated March 26, 1923. I will not deal with all the items, but will point out one of \$551,733.29: "Cost of construction of bulletin boards and signs, charged on books at cost of operations, reinstated on basis of inventory at December 31, 1922." This, I take it, was a charge that should go to the capital and not to the current expense account. Adding this sum to the \$384,504.43, according to the Cusack method, would make the profit \$983,155.38, without examining further. difference between this sum and the profit found by Price, Waterhouse & Company, \$1,359,535.77, amounting to \$376,380.39, is shown in the other items, which should properly be charged to the capital and not expense account.

The sixth charge in the bill touches the refusal of the Cusack Company to further deal with the Poster Advertising Company, George Enos Throop, Inc., and Ivan B. Nordhem Company. There may also be added the O. J. Gude Company, which was controlled by Mr. Fulton. The Gude Company was in the paint sign business, like the Cusack Company. Above is pointed out the reason why the Cusack Company entered into the New York field in competition with

the Gude Company.

The other companies, abovementioned, were solicitors in the trade, and upon the receipt of orders for paint and posting, turned the same over to the Cusack Company (and, I presume, to others), receiving a certain percentage of profit upon the orders. The business thus turned over was in the

poster and not the paint line. The amount of business received from the Fulton interests quite large, amounting to about seven or eight hundred thousand dollars a year, and, naturally, the Cusack Company desired to retain this trade and would not break with the Fulton interests unless for good and sufficient reasons. The reason given by Mr. Cusack for the breach is as follows: "In every instance where they solicited business and we executed it, they would go in with our card and with our authority, and then abuse and misrepresent us in every possible shape. We stood it for a long shape. We stood it for a long while, and finally concluded that we had to-for the protection of ourselves—that we would employ solicitors"; and he says that "in every way they misrepresented everything we had, so we concluded to stop." He says, further, that "while, as far as business was concerned, it was profitable, but as far as the reputation of the Cusack Company, and as far as the general feeling of the people that they were doing business for, it was very injurious and very unprofitable to the Cusack Co." He says, also, that this matter was discussed for some years before, and the attention of the officers of the Fulton interests was called to the fact and they were asked to desist from their abuse of the Cusack Company, notwithstanding which, the Fulton interests continued these practices; and the Cusack Company refused orders of the Fulton interests after December 31, 1920; and the question of breaking with the Fulton interests was threshed out at a full meeting of the Board of Directors. None of the foregoing facts were denied.

The American Poster Service, which the Cusack Company acquired from Logeman and Robbins, had a card index system containing, among other things, the names of the owners and the location of the lands where bill-boards were constructed, the dates of the expiration of the leases, and the amount of rent paid. Mr. Cooley says he went with the American Poster Service in 1919;

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that Robbins was then President and General Manager, and Logeman, Secretary; that he (Cooley) left the company's employ about a month after Cusack Company took it over; that he went to the J. R. Myers Company in the early part of 1922, at the request of Mr. Robbins, and was located in the that Department; Myers Company had two offices, one at 1312-14 S. Wabash Avenue, and the other the Washington Street office, in the Andrews Building, where Mr. Logeman and Mr. Robbins were. He says that in the Wabash Avenue office the painting was done and the lease-men were stationed and the bookkeeping was attended to. At the Washington Street office were Mr. Robbins, Mr. Logeman, Miss Gutshow and Miss Walsh. It seems that a card index system similar to that of the American poster Service was kept at the Washington Street office, and the witness went there to get instructions as to bullein boards, also checking the locations and as to the Lease Department. he found that there was a location that they did not have at the Wabash Avenue office he would go to the Washington Street office and Miss Gutshow would give him all the information that he desired on that particular location. He says: "There were quite a few locations that the American Poster Service had, and Miss Gutshow could tell offhand how much the Cusacks were paying for the location, and if she could not remember offhand she would go to the files and tell me." The testimony of this witness clearly indicates that, from some source, whether by a direct taking or otherwise, the J. R. Myers Company had knowledge of the contents of these cards of the American Poster Service and were using them in competition with the Cusack Company. To illustrate: Having knowledge of the location. the time when a lease expired and the rent paid therefor, solicitors of the Myers Company would apply to the owner for a lease, offering a higher price, which resulted in competition which compelled the Cusack Company to pay a

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much higher rent for the renewal. This competition, in view of the manner in which the information was obtained by the Myers Company, was plainly unfair, to say the least.

Mr. Logeman says that he owns no stock in the J. R. Myers Company; that he is receiving no compensation therefrom; that he is looking out for the interests of his wife in that concern, in which, as I recall it, she holds one-third of the shares and Mrs. Robbins holds another one-third; that he is actively employed in the outside work of the Myers Company, supervising its construction and its locations. It seems quite clear that Mr. Logeman had knowledge of the fact that the Myers Company was using data taken from the American Poster Service cards against it; he was present a number of times when these cards were taken out, and he was the outside man on locations for the Myers If this charge were Company. untrue, it would seem that Mr. Logeman would have little difficulty in disproving it—he could have denied it with not only his own oath, but with the oaths of Mr. Robbins, Miss Gutshow and Miss Walsh. Yet neither he nor the others named were called to testify to the untruth of the charge. His conduct in this respect is more reprehensible because of the fact that he was a director of the Cusack Co., occupying the position of a trustee. am inclined to the view that Mr. Logeman's silence on the subject of such a serious charge against his business integrity stamps the story of Cooley as absolutely true.

Before dealing with Mr. Costello I deem it proper to discuss the efforts on the part of the Fulton interests prior to Mr. Costello meeting Mr. Lutkin: In 1918 the Fulton interests sought Mr. Clabbaugh, a Division Superintendent of the United States Department of Justice, with headquarters at Chicago, Illinois, to investigate the Cusack Company under the Sherman Act. He met Mr. Lutkin in this same case. Prior to this time the \$1,800,000 loan had been made

but had not been fully paid. Mr. Clabbaugh got in touch with the S. W. Straus Company, the persons who floated the loan, and informed them that the Government was investigating the Cusack Company for a violation, he thought, of the trust laws, and suggesting that the balance unpaid be retained by the Straus Company. He savs he so notified the Straus Company. Mr. Straus, an officer of the S. W. Straus Company, confirms story, and says they did hold up the payment and that the Cusack Company kicked strenuously, stating "that they had obligated themseives to make certain payments, and that unless they received the money from us they knew of no other way to meet those obligations and that they were facing not alone a loss in not getting these companies, but also, may be, a lawsuit by not being able to comply with their contracts, and that Read" (the treasurer) "got quite ugly, and at the end of two or three weeks, on the advice of counsel, we paid the balance."

This was the first attempt of the Fulton interests to obstruct the Cusack Company in the carrying on of its business, so far as the record shows.

Dealing with the activities of Mr. Costello: He went into the employ of the O. J. Gude Company in 1919 as manager of the Road Department, or the National Department, a position brought him in direct opposition to the Cusack Company, of which he later became a director. Speaking of what led up to this suit, he said he had a talk with Mr. Fulton. who, at that time, was in the Gude Company, touching an offer to purchase his stock in the Cusack Co., and Fulton asked what it was worth, and Costello said he did not know. He was then asked by Fulton if he did not get statements of their business, and he said, "No, he never thought of it:" Then Mr. Fulton said, "Why don't you hire a good lawyer and get this information?" and he named Mr. Lutkin of Chicago whom he met two or three weeks afterward.

Touching the expense of the liti-

gation, he said that when he first made arrangements with Mr. Lutkin, "I told him it would cost a lot of money," and he said, "We will take care of that, and if we sell your stock at a good price, I expect you to make it good," Right here, I may pause to state. that up to the time Mr. Costello testified he had not contribued one dollar toward the expense of this litigation. The bill was filed July 17, 1922, and has been actively litigated down to the present time. This is the third time the case has been before me, first, on a motion to enjoin the the changing of the certificate of incorporation, which case was removed to the Court of Errors and there decided as above stated; second, on a supplemental bill to restrain a change in the form of the stock issue, which was also enjoined; and third, the present trial in which about 2,500 pages of testimony have been taken, about 1,400 pages of which were taken in Pittsburgh, Chicago, Detroit, Boston and New York, and about 1,100 pages before me. I think it is no exaggeration to say that, with the great number of counsel retained, members of the Bar of this State, New York and Chicago, and the amount of time devoted to this case, and considering the character of counsel engaged and the expenses incurred to the present time, charges for such services and expenses would exceed the monetary value of the Costello stock; and that it is perfectly plain to my mind that Mr. Costello just loaned his name to the riva's of the Cusack Company to deal with as they saw fit in litigation to harass the Cusack Company. The first move made by Mr. Lutkin was to take advantage of the laws of the State of Illinois to procure an examination of the books and papers of the Cusack Company, not for the purpose of helping Mr. Costello, but for use by the Fulton interests in their effort to injure or perhaps destroy the Cusack Company.

Mr. Hummer of the Illinois Bat, who is counsel for the Cusack Co. in this case, testified as to the statute on Corporations in Illinois,

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referring to Sections 38 and 84. Section 38 gives the right to each stockholder at all reasonable times, by himself or by his attorney, to examine the records and books of account and any officer or director who denies such access shall be liable to the stockholder denied in a penalty of ten per centum of the value of the stock owned by such stockholder. Section 84 deals with the restrictions and liabilities of foreign corporations. He said, under the decisions of their Supreme Court, particularly, the Appellate Court of the First District, the right is held to be absolute, and that the motives and purposes of the stockholder demanding an examination are immaterial. He cites Furst vs. Rawleigh Medical Company, 282 Ill. 366. He also states that, at the Illinois Bar, the lawyers are divided as to whether the provisions subjecting the officers and directors to a fine, applied to foreign corporations.

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Upon Mr Lutkin being retained in September, 1921, he wrote a letter to Mr. Reed, the treasurer of the Cusack Company, signing Mr. Costello's name, saying, "This letter is authority for Fraser & Torbet to examine the books, records and papers of the Thomas Cusack Company, Fraser & Torbet representing me as a stockholder of the Company. Will you please be good enough to assist Fraser & Torbet in obtaining the information for which they ask under my direction?" On the same date a letter was addressed to Fraser & Torbet, signed by Mr. requesting them to make the examination, and enclosing the letter addressed to Mr. Reed. Under this authorization Mr. Torbet proceeded to make the examination and made his first report on January 15, 1921. This report did not evidently give to Mr. Lutkin all the information he desired, accordingly, on January 22, 1921, he wrote Fraser & Torbet asking for ten items of information, the first of "1. which is as follows: on outside bank loans including names of banks, amounts of loans, maturities, etc., with special information on dealings with more

important banks over a period of time." The second report was furnished on January 28th, 1921, which evidently gave Mr. Lutkin the information he desired as to the banks. He thereupon called on the Harris Trust and Savings Bank of Chicago, and saw Mr. Miche, the Manager of the Credit Department of the Bank. had relations with the Cusack Company beginning with the Spring of 1920, and the Company were both borrowers and depositors. Miche says "Mr. Lutkin called to see me in the early part of February, 1921, and he said he had some information to give us regarding the Thomas Cusack Company, particularly with reference to its financial condition. He said he represented the interest of certain minority stockholders, and, as one, mentioned Costello. He said an audit had been made of the Company's books which showed a financial condition quite different from that shown in statements lodged with the bank." In commenting on the audit he said, "The Company was in poor condition, in fact, it was going to go broke, and that, as a friend, he would advise us if we had any money due us, that we better arrange for a rather speedy liquidation of the obliga-tions." He used this expression: "You had better get out while the getting out is good." He said the management was not good-extravagant—that they were spending an awful lot of money for improvements, expansion, and competition, all of which was unwarranted." When asked, in cross examination, by complainants' counsel, "You did not examine, then, to find out whether the statement in the papers that Mr. Lutkin submitted to you were true or not?" he answered, "I thought the thing was so preposterous-I did not feel the necessity of doing it." He said, further, "I had the statement of the auditors-the Price, Waterhouse statement-and I had gone over that whole thing very thoroughly. I was familiar with the contents of that statement both as to assets and liabilities, and particularly as

to the earnings, and I felt confident our statement was a correct one."

Mr. Wm. T. Bruckner, Vice-President of the Commercial National Bank (I presume of Chicago), testified that the Cusack Company had financial relations with that bank as a borrower as well as a depositor in large In the month of Febamounts. ruary, 1921, Mr. Lutkin interviewed him. Lutkin told him that he had information that the earnings of the Cusack Company had been greatly exaggerated and that the condition was not as represented; that he was representing some minority stockholders. said, "the management was not satisfactory; they were not getting results in business; that if they owed us any money we had better look well to it and get it if we could." To the question, "What did you say to him?" he said, "Well, I didn't say anything. I was just listening. I suppose I expressed my confidence in the organization as I felt it." The witness made no memoranda of the figures Mr. Lutkin gave him. Asked on re-direct examination why he did not take notes, he said, "Well, because I didn't consider it necessary. carry the general import of the information. It was purely voluntary. I hadn't asked for it, and I was satisfied with my credit." made no investigation to find out if what Mr. Lutkin said was true He says, "Later, when or not. Mr. Read came in, perhaps thirty days after that, in the regular course of business, I talked to him about it then."

Mr. F. LeMoyne Page, the Secretary of the Pennsylvania Trust Company at Pittsburgh, said that Mr. Ebel (of the Fulton interests) called to see him on behalf of the Gude Company, seeking to get a contract for advertising, in competition with the Cusack Company. Mr. Ebel produced the Price, Waterhouse audit and made several comments on the statements of the Thomas Cusack Company to the effect that they were improper for a statement upon which to

apply for a basis of credit; that Mr. Ebel volunteered the opinion previously discussed to prevent the Pennsylvania Trust Company from getting tied up with the Thomas Cusack Company. He says, "The exact reason for the inadvisability of this is not recalled, but the inference is that it was owing to the fact that the Thomas Cusack Company was not a safe risk for the bank."

Mr. George F. Hurd, one of the counsel of the complainants, has been counsel for the Gude Company in some matters for about three years; has been attorney for Mr. Fulton in some matters. was counsel for Fulton and the Gude Company in 1923 before the Federal Trade Commission with respect to a complaint against the activities of Thomas Cusack Company, participated in preparing the complaint and prosecuting it with Lutkin. His clients in this litigation were the Poster Advertising Company and the O. J. Gude Company. Mr. Fulton is President of both Companies and has been for about three years. He says that Fred Ebel was connected with the Gude Company prior to December, 1923, for several years. He says that he had a talk with Harvey Gibson, President of the Liberty National Bank of New York and Bower, one of the Vice-Presidents, with the idea of blocking the \$6,-000,000 bond issue; that he represented no one professionally in what he did but he felt that if the Cusack Company got this money it would be poured into the Metropolitan district for the purpose of destroying the plants of Gude and Van Beuren. He says, "I also felt that any issue of securities against which a business was in a competitive condition as this outdoor advertising was at that time, would not work out well for the inves-I knew Mr. Gibson pretty well, and I like him very much, and I thought it was a bad piece of financing for the Liberty Securities Company to take hold of, and I told him so.

Mr. Joseph Bower, Vice-President of the New York Trust Com-

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pany, testified that in 1920 he was Vice-President of the Liberty Na-Bank, which has since tional merged with the New York Trust Company; that in 1920, he had under consideration the financing of the Cusack Company; that he had a visit from Mr. Hurd; he did not know him before; that Mr. Hurd came by appointment and desired to know the nature of the financing for the Cusack Company. Mr. Bower said he was not at liberty to discuss it; that Mr. Hurd said he was anxious to know because he was interested in it as a counsel for a company that was a The statecompetitor of Cusack. ments made by Hurd to the witness were detrimental to Cusack Company.

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At this point I may add that Mr. Cusack said that the object of making the \$6,000,000 loan "was not for expansion but to pay dividends and have the Company continue to pay dividends and not to expand, in the condition of the business, but to hold its own."

Mr. Hurd says that the bill in this course was prepared by Mr. Lutkin.

Mr. Lutkin was called and testified on behalf of the defendants, and he says he has represented the Poster Advertising Company since its formation in 1917 in various matters. He testified that some time in 1918 he submitted a brief on the law and the facts on behalf of the Poster Advertising Company to the United States Attorney for the District of Illinois, and also Mr. Clabbaugh, of the Federal service, looking toward the indictment and likewise the prosecution of the Thomas Cusack Company by civil proceedings under the Sherman Act for violations of the anti-trust law. He said that he and his partner prepared a bill, the purpose being to enjoin the \$5,000,000 financing of the Thomas Cusack Company when the same was under discussion. Mr. Costello was to be the complainant in the action. He says he drew most of the present bill coming out on the train, and that there was not much time to get the original in-

junction before the meeting was called. Annexed to this bill is the affidavit of Mr. Costello verifying the same. This affidavit undoubtedly was prepared in accordance with the frame of the bill. tello did not see the bill and affidavit until he was called upon to swear to the affidavit. The affidavit is not sworn to on information and belief, but in positive terms; and, being confronted with his affidavit and asked what knowledge he had of the facts contained therein, in a great many instances which touched very important and vital matters, he admitted that he did not know the facts of his own knowledge, and, generally, said he got the information from Mr. Lutkin; and, in other cases, he said he did not know where he got the information from.

In the taking of the depositions out of court, the defendants undertook to take the testimony of Messrs. Fulton, Lutkin, Logeman and Robbins. On the advice of counsel they refused to testify, on the ground that there was no authority, under the commission, to take their depositions, and that they would be produced in court as witnesses on the trial of the cause. Whether they were produced (with the exception of Mr. Lutkin) I am not aware. Mr. Lutkin was called, as stated above, by the defendants, to testify, but did not deny any of the statements and conduct above ascribed to him. None of the others named were sworn on either side, excepting that Mr. Logeman's testimony was taken in open court on the original order to show cause, which testimony, under stipulation of counsel, is to be considered in the

A great deal of the testimony taken out of court was purely hearsay, and in considering this case it has been ignored.

(I omitted too state in the early part of this memorandum that Mr. Walker, who is the President of Walker & Company, outdoor advertisers, and has been actively engaged in the business for twentyeight years, in his testimony, taken

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in Detroit, says that most of the plants throughout the United States are putting all earnings

back into expansion.)

It is perfectly plain, on the whole case, that Mr. Costello, in bringing this suit, has loaned himself as a tool to the rival interests, the purpose of which he must know (if he knows anything) is intended to injure, if not to destroy, the business of the Thomas Cusack

Company.

Being of the opinion that the af-fairs of the Thomas Cusack Company have been operated at a profit, and that its business has been wisely and honestly managed in the interests of the stockholders and creditors; and that the complainants have not, in the slightest degree, shown aught to the contrary, I would advise a decree dismissing the bill, were it not for the fact that the complainants prevailed on another branch of the bill, namely, that which refers to the amendment of the certificate of incorporation; the decree, however, will be in favor of the defendants on all the issues litigated before me on final hearing; and as to what decree shall be made with respect to the attempt to change the certificate of incorporation, where the injunction issued and the decree of this court was affirmed by the Court of Errors and Appeals, and also what decree shall be made with respect to the order making the order to show cause absolute, on the supplemental bill, which touched the change in the character of the stock, may be settled on the signing of the final decree, after the determination of the counter-claim filed by the defendants, which, by common consent, was to be argued after a decision on the main case. * * * * * * * *

The defendants, as a further defense, asked that the bill be dismissed because the complainants do not come into equity with clean Prindiville vs. hands, and cite Johnson, et al., 98 N. J. Eq., 425, to sustain their position. In that Chief Justice Gummere, speaking for the Court of Errors and Appeals, said:

"We are unwilling to consider the meritorious questions decided by the vice-chancellor. The complainant, according to the averments of his bill and the undisputed facts set out in the answer and developed by the proofs, came into the court of chancery for the purpose of having it there declared that a scheme, in the execution of which he was an active participant and the recipient of very large sums of money, was a fraud upon our statute, a violation of our public policy, and, therefore, null and void, and sought to have an adjudication in his favor, based upon these facts, in order that he may now enjoy benefits which can only come to him as a result of such an adjudication. Stated shortly. his position is this: Having for some eight years participated in the carrying out of this fraudulent scheme and reaped the benefits thereof, he now seeks, either for his own personal benefit or as the self-constituted representative of state, to have this fraudulent scheme ended and our state laws and policies vindicated."

In that case it will be perceived that the bill was filed attacking the very scheme to which the complainant was a party and seeking to have it declared null and void, the complainant expecting to bene-

fit therefrom.

In the case of Howe vs. Chaiolinski, et al., 287 Mass 532; 130 N. H., 56, Mr. Justice Braley, in the Supreme Judicial Court of

Massachusetts, said:

"A plaintiff who has engaged in inequitable conduct having an immediate and necessary relation to the matter for which he seeks relief will not be aided by a court of equity, and it is wholly immaterial in the case at bar that the defendant also an undisclosed participant has not been harmed but generally benefited."

In Woodward vs. Woodward, 41 N. J. Eq., 824, citing Pomeroy, Vice-Chancellor Van Fleet said:

"The iniquity which deprives a suitor of a right to justice in a court of equity is not general iniquitous conduct unconnected with

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the act of the defendant which the complaining party states as his ground or cause of action, but it must be evil practice or wrongful conduct in the particular matter or transaction in respect to which judicial protection or redress is sought."

The doctrine of this latter case was approved in the Court of Errors and Appeals in Munn vs. Americano Company, 83 N. J. Eq., 309, where Mr. Justice Swayze

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"We think, therefore, that the decree must be reversed; but it does not follow that the complainant is not entitled to some of the relief granted. The disqualification applies only to the particular matter or transaction with which the wrongful conduct had to do."

Applying these principles to the instant case, the first question to be determined is, What relation the misconduct above set forth bears to the relief sought by this The misconduct above set forth displays a motive to injure the defendant company in its business for the benefit of a rival. The relief sought by the bill, among other things, is to have it adjudicated that the defendant company mismanaged, has been with a prayer for an injunction and re-This bill is filed by stock-In the case of Bull vs. The International Power Company, 84 N. J. Eq., 6, Chancellor Walker said (p. 10):

"It is quite universally held that when a suitor is entitled to relief in respect to the matters concerning which he sues, his motives are immaterial"; (citing cases). He said, further, "The complainant's motives here are quite immaterial. They have an absolute statutory right to maintain their bill, and if they make a case under the statute they are entitled to the relief they seek."

This case was affirmed unanimously by the Court of Errors and Appeals in 85 N. J. Eq., 206.

There are numerous other cases in this state to the same effect which are unnecessary to cite, as the principle is quite clear. only question is the application of the principle to the present case; and, as I see it, the conduct of the complainants has no relation to their rights as stockholders. They are not claiming relief with respect to the things condemned; they are simply asserting that the company is mismanaged, and praying for an injunction and receiver; and this right they may assert notwithstanding the above misconduct, the same as any other stockholder. My opinion, therefore, is that the doctrine of unclean hands is not applicable in the present case, and a decree will be advised accordingly.

A Selling Plan That Is Winning Success for the Farmer

While Talk of Government Doles for the Farmer Is Passed around the Chairman of Banking and Currency Committee of House of Representatives Is Watching His Merchandising and Advertising Plan Prove Workable

Special Washington Correspondence

SOME months ago, President Coolidge approved a new plan of marketing farm products submitted to him by Congressman Louis T. McFadden, chairman of the Committee on Banking and Currency of the House, and in his letter of acknowledgment he expressed not only a great deal of interest in the plan, but also the expectation that the method would

result in much good.

At that time, only a general outline of the plan was published, with some of the benefits it was designed to produce. Since then the plan has been developed through actual application. Repeated tests and experiments have proved it to be entirely practicable, and recently, in a special interview for Printers' Ink, Congressman McFadden explained the salient details of the plan for the first time, and told how advertising, in connection with the new system of marketing, is assisting in the solution of the farmers' many problems.

After having studied the questions of financing and marketing in the agricultural field for more than ten years, and after taking part in much of the legislation intended to make the farming industry highly prosperous, Mr. Mc-Fadden is convinced that further legislation of the kind is worse than useless, and that the farmers' problems never will be solved until they are furnished with ade-

quate selling methods.

"As soon as the farmer began to feel the pinch of the war's reaction," he said, "Congress was besieged for measures of relief. It was generally thought that financing would solve all of his problems, so we financed the farmer generously. But we now

find that we still have the problems with us, and we always will have them until the country realizes that proper marketing, and not Government financing, is the remedy for most of the farmer's misfortunes and losses.

"On March 1, this year, we had loaned the farmers of the country \$1,345,000,000 through the Farm Loan System. Through the intermediate credit banks we have loaned \$75,000,000 more, and have provided \$600,000,000 for further loans to the farmers. The loaning ability of the Federal Reserve Banks has been enlarged, also, and we are now seriously considering the advisability of allowing national banks to make loans on real estate up to 50 per cent of value of land, and in volume each bank may loan up to 50 per cent of its time deposits, in anticipation of still further aiding the farmer.

BETTER FINANCIERS THAN MARKET-ING MEN

"In all of the legislation that has made this vast credit available, we have demonstrated that we are much more adept at financing than we are at solving marketing problems. We have also demonstrated a fact that every successful business man knows, that you can't finance a business in which goods are sold below the cost of production without increasing its losses.

"To understand what the average farmer is up against, just translate his selling processes into the terms of manufacturing. Suppose a stove manufacturer kept his factory running and, every time a carload of his goods was accumulated, shipped the goods to some point where he thought there might be a demand. Let us say

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that about one-fourth of his volume is defective and unsalable, but that he ships everything he makes to middlemen to sell for him, with the understanding that the freight is to be charged to him. There are hundreds of other stove manufacturers, we will imagine, who are selling in the same way, and they depend on competition in the local markets to fix their prices, and have little or no control over the final disposition of their goods.

"How long would the stove industry last if it were conducted on any such basis? And what ultimate good would Government financing do for any individual manufacturer operating on any

plan of the kind?
"This illustration may seem greatly exaggerated; but about two-thirds of the farm products raised in the country are still marketed in substantially this way. And a study of the entire subject, with an investigation of the records covering a long period of years, shows that unprofitable farming is not due, as a general rule, to national, but to local

over-supply.

"Of course, the co-operative marketing associations have done a great deal to develop a profitable and standard method of distributing farm products. They have, in numerous instances, made it possible to stimulate demand with advertising, and adjust it to supply, and it is decidedly unpleasant to contemplate the possible conditions that would exist today if it had not been for the development of these agencies.

But to deliver a continuously profitable service, the co-operatives must be protected against the glutting of their markets by other selling agencies. No amount of advertising, as I understand it, no amount of skilful selling, will merchandise farm products at a profit in markets that are overburdened with competitive goods of the same kind and of similar quality. So we must acknowledge that the farmer's one main problem is how to market his products at prices that are stabilized by

taking every possible advantage of the principle established by supply and demand."

In discussing past legislation and the several financial bills now before Congress, Mr. McFadden declared that any further laws intended to expand the farmers' credit would be demoralizing to the farming industry, and that they would constitute a decided drift toward socialism and Governmental paternalism. He explained that the fixing of prices by the Government eventually would result in heavy losses to the taxpayers of the country, and insisted that only the standardizing of products and the orderly distribution of them would place the greatest business of the country

on a business basis.
"Strangely," he added, "practically none of the laws passed during the last three or four years or recently introduced, takes into consideration the constructive and valuable things the Government has been doing for some time to aid the farming industry. The Agricultural Department broadcasts weather and crop reports by radio-an invaluable service. It is also furnishing a service of fruit and vegetable inspection and certification at point of shipment, and nothing could be of more assistance in profitable marketing. The licensing of warehouses* by the Department, for the purpose of issuing negotiable warehouse receipts, is another service that is resulting in rapidly increasing benefits, and there are several more.

ESTABLISHED GOVERNMENT SERVICES WILL BE USED

"The plan takes full advantage of the established service and agencies, and it is a simple, direct method of assisting the individual farmer to market his products at known prices and with prompt return, and it gives to the cooperative associations an opportunity to reap the full benefits of its advertising and selling methors.

^{*} See PRINTERS' INK of February 21, 1924, page 73, for a detailed explanation of the Government plan of licensed warehouses.

Why We Are Members of A. B. C.

The movement fostered by the American Association of Advertising Agencies to increase the membership of foreign language newspapers in the Audit Bureau of Circulations is a forward step of far-reaching importance.

It places foreign language newspapers on a par with all other American newspapers, entitled to and worthy of the same serious consideration. By the same virtue it affirms the foreign language market to be part and parcel of the general American market.

To the foreign language newspapers membership in the A. B. C. means the attainment of a dignity and responsibility which will raise the standard of practice to accord with the best ideals of the advertising profession.

For those reasons we heartily indorse the A. B. C. movement among foreign language newspapers, and in token of our sincerity we have ourselves become

"Members Audit Bureau of Circulations"

American Association of Foreign Language Newspapers

Incorporated

M. J. Pessin, Pres.

215 Fourth Avenue

Joseph Ellner, Secy.

New York

Telephone Stuyvesant 2133

ods. It involves no complicated scheme of relief, no Governmental fixing of prices, and it does not resort to the public treasury for assistance."

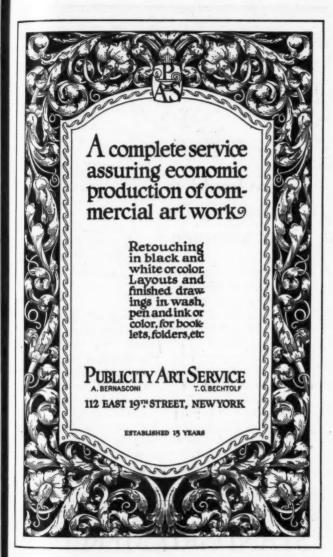
As Mr. McFadden explained, the first consideration of the plan is to create an open market, a spot market extending over the entire country. The process of operation automatically eliminates lost motion and waste; it tends to stabilize the markets of the commodities handled, and the tests already made show the plan to be particularly advantageous in the marketing of the principal crops of California, Nevada, Colorado, Texas, Florida, Georgia and other Southern States.

When completed, the system will maintain offices with private telegraph lines which will offer direct and instant communication with all of the market cities of the country, such as Chicago, New York Boston, Detroit, Philadelphia, St. Louis, Kansas City and many others. The plan of operation provides a board room in each of the cities, where buyers can congregate. All buying is competitive, and is carried on concurrently through all of the buying centres by means of telegraphic bids, which are instantly reported to the buyers in the board rooms of all of the cities.

Products are sold by the carload, and Federal inspection certificates, issued at the point of shipment, make the system possible. The farmer's products, marketed by the plan, are offered for sale to approximately 80 per cent of the consuming public.

Then Mr. McFadden pointed out the fact that all prices are regulated by the national demand and need for various products, and continued: "All shipments are sold by the widest possible operation of the law of supply and demand. The grower is benefited by being allowed to sell his products away from his congested local markets, and he receives the highest price that is established by competitive bidding in the different market centres of the United States

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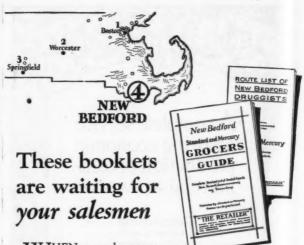
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WHENyour salesmen come to New Bedford tell them to call on our advertisers' Sales Service Department. We can save them a lot of time. For instance, these booklets give complete route lists of New Bedford's 1,000 grocers and druggists. They also answer such questions as these: "How do I get to Dartmouth Street?"—"Who's who in the down-

town section?" "Where'll I find this jobber I want to see?"—and so on. In the meantime your advertising in the Standard Mercury will be making customers for you among the 160,000 people whose buying preferences are largely influenced by New Bedford's one outstanding newspaper.

NEW BEDFORD STANDARD MERCURY

1924

petitive bidding, the plan prevents the congestion of commodities in any market centre, and all shipments sold go direct to the most favorable markets. Probably the most important phase of this result is the practical elimination of The fact is well known that about 25 per cent of all agricultural products is lost because of a lack of proper grading, and that another 25 per cent is sold below the cost of production and, in many instances, below the cost of freight, owing to the congestion of the markets in which it is sold.

OPPORTUNITY TO ESTIMATE ADVER-TISING RETURNS

"From a merchandising viewpoint, perhaps one of the most interesting results of the system is the opportunity it offers to accurately estimate advertising returns and to take advantage of the demand stimulated by advertising. I've found in my investigation that the excellent national advertising of the co-operatives has been more effective in certain sections of the country than in others, and for the advertiser to be able to take immediate advantage of the best results is an obvious benefit. Then, so far as local advertising is concerned, the plan promptly indicates those localities which require stimulation. and those which promise the most profitable returns from advertising.

"So many advertising paigns, designed to assist the selling of agricultural commodities, have been successful that it is fairly well established that advertising is a necessary factor in the marketing of many farm products. Hence, I believe that any plan that will aid the marketing of products will allow increased results from advertising, and several advertisers who have tried the marketing plan under discussion have found that it removes several of the barriers and handicaps they have been confronted with.

"One of the most serious handicaps has been the lack of standard grades. As I understand the proposition, the advertiser, to get the best results, must describe the quality of his products in terms the readers will readily understand. Until recently, that has been very difficult where it has not been impossible; but under the plan, with the aid of the Government inspection service, the buyer knows exactly what he is buying, according to accurate universal and simple standards, and he can advertise the products accordingly.

Other handicaps are eliminated by the plan I have mentioned. Another that has caused a great deal of trouble, and that has hampered the advertiser, is the uncertainty caused by the lack of prompt and complete market information. To overcome this, the plan requires the publication of a daily catalogue of all commodities offered with quantities shipped to each of the market centres and the prices paid. This catalogue will present a complete picture of the country's markets, and, as time goes on, will be of increasing value in establishing trends and future de-

Concerning the financial factor of the plan, Congressman Mc-Fadden said that all purchases are paid for in cash within five to ten days. The purchaser gives a trade acceptance note, and the producer receives his cash within forty-eight hours after the goods are sold, and frequently within twenty-four hours.

The products are sold the day they are shipped. This is made possible through the assistance of marketing associations in negotiating the trade acceptances received from responsible purchasers, and with the facilities authorizing settlements through local offices at points of shipment.

A most important result to the producer is that prices are fixed when his products are shipped. This tends toward independence for him, and gives him an intelligent basis for his selling plans. If the price offered will give him his cost of production, plus his overhead and a satisfactory profit, he will be encouraged to ship his



A Gold Mine

of inspirational messages for salesmen, supplied weekly in bulletin form. Material may be reprinted in your own bulletins and letters to salesmen without crediting source from which it is taken.

Samples mailed on request.

JOHN J. LUTGE & STAFF 703 Market Street, San Francisco, California products, and he will ship them to receptive markets in every instance. If prices offered in all markets are too low, they will serve to notify him to hold his products, if possible, for a better season. In that case, with a number of commodities and in various communities, he can take advantage of the Government warehouse service, and, by storing his products in a Government licensed warehouse, secure a receipt which he can negotiate.

SPECULATIVE ELEMENT REDUCED FOR FARMER

"You can readily see," Mr. Mc-Fadden continued, "that the plan solves the most difficult of the farmer's problems by reducing the highly speculative feature of marketing. The average farmer's crop, up to the point of harvest, arbitrarily represents 30 per cent of the selling price. Within the remaining 70 per cent his profit must be included. And it is the investment of the overhead that is burdensome, under the present system.

"The farmer is a speculator, when he gathers his crops, ships them to some market with no assurance of his price, and then waits thirty days, more or less, before a sale is made and his price determined. Throughout this time he must carry his overhead expense, while a profit on his labor, his investment and his product depends largely on chance and conditions over which he has no control. In innumerable instances, encouraged by an early favorable market, he has shipped his entire crop into an unfavorable market where his products did not bring the cost of the freight.

"After a great deal of study, I am convinced that this plan offers equitable protection to banks, the producers, distributors and the consuming public, in the marketing of practically all agricultural products. It will automatically send the products to the communities where they are required for prompt consumption, and for that reason it will allow for the more complete and certain functioning

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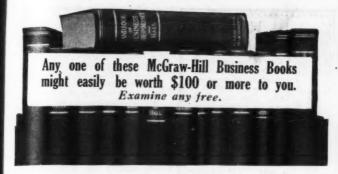
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For the experiences and methods described in them have cost many thousands of dollars. Don't experiment needlessly. Learn first what others have done in your field and related fields.

Hall—HANDBOOK OF SALES MANAGEMENT

995 pages, 41/2×7, illustrated, \$5.00 net, postpaid

A review of modern sales practice and management, illustrated by the methods and dollars-and-cents experiences of representative gelling organizations.

Hall— HANDBOOK OF BUSINESS COR-RESPONDENCE

1008 pages, 4½x7, Illustrated, \$5.00 net, postpaid

A fact-packed handbook on mail contacts, explaining practically every type of letter that is ordinarily written and exhibiting hundreds of letters that have brought results.

Hoffman—PUBLIC SPEAKING FOR BUSINESS MEN

300 pages, 5½x8, \$2.50 net, postpaid A thorough and sensible discussion of the modern problem of speaking at business dinners, conferences, meetings, conventions, and the like.

Dana, Morley and Kight—MAIL-ING LIST DIRECTORY

720 pages 6x9, \$10.00 net, postpaid

Hall's RETAIL ADVERTIS-ING AND SELLING Just Out

566 pages, 4½x7, illustrated, 35.00 net, postpaid Advertising and selling plans, policies and methods that have made money for retail stores. A complete review of modern retail merchandising. The first complete directory of mailing-lists and directories, showing what lists are to be had, where, and at what cost, if not free.

Hall— THE ADVERTIS-ING HANDBOOK

735 pages, 4½x7, illustrated, \$5.00 net, postpaid

Complete data on every phase of advertising a working guide for every one concerned at all with selling through the printed word.

White—MARKET ANALYSIS 340 pages, 5½x8, 52 charts and diagrams \$3.50 net, postpaid

A helpful guide to the study of markets, explaining what facts market analysis should bring out, where they can be secured and how they can be gathered together and interpreted.

FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc., 370 Seventh Avenue, New York	
You may send me the following	for ten days' free examination:
***************************************	C000+00000+0+0+0000++++0000++++0000+++0+0

I agree to remit for the books or ten days of receipt.	to return them, postpaid, within
Signed I	Position
Address Com	pany

Home Appeal

J One of the best good-will advertising mediums to reach the Home is our No - Mar FLY SWAT-TER. The housewife sees your message every-time she uses it. No-Mar is made from pliable tough leather with bright wooden handle. It outlasts ordinary wire swatters six to one. It is sanitary. Will not mar furniture or other highly polished surfaces.

This item is illustrated and described in our Catalog No. 30, which we would like to send you. Please use your business stationery in request-

ing it.

HERE &

ON OTHER SIDE

E.H.Ferree Company Lockport, N. IJ.

...................

New York Sales Agency

A SALES organization of energetic young men, with a reputation for doing things well, desires to represent one or two manufacturers on a commission basis in the New York metropolitan district.

This organization will give to the products it sells the intensive work and personal attention which a manufacturer ordinarily expects to receive from none but his own sales force.

The head of the organization is a successful sales executive whose personal and business credentials are of the highest character. Address

"J.," Box 42, Printers' Ink

of advertising and every other legitimate influence of selling.

"With the plan I believe it possible to take care of the orderly marketing of the major part of the country's crops with private capital and enterprise. It is not necessary for the Government to enter into the plan, except in allowing the utilization of the service agencies mentioned and any others of the kind that may be established.

"My convictions and opinions on the subject do not rest on any theoretical basis. The plan has been in actual operation for several months on a scale large enough to demonstrate every claim I have made for it. An organization, financed with private capital, operating on a business basis, has proved the plan to be selfsupporting and adequate.

"To date, more than 7,000 carloads of a variety of products have been marketed by the system. The plan has been in operation over a wide area, and the records show that the entire business transacted has cost the producer from one-third to one-half less than his cost of selling under the old methods of marketing, while it has not increased, to the slightest degree, the normal price to the consumer."

Spicer Sales and Profits Increase

The Spicer Manufacturing Corporation, South Plainfield, N. J., Spicer shafts and universal joints for automobiles, reports net sales, including other income, of \$12,675,785 for 1923, scompared with \$9,829,176 in 1922, \$5,040,980 in 1921, and \$17,953,078 in 1920. The cost of sales, selling and administrative expenses, etc., for 1923, totaled \$11,329,665, and net profits after interest and other deductions, amounted to \$1,075,674. Comparative figures shown for 1922 are: Cost of sales, etc., \$8,853,836, and net profit, \$631,672; for 1921 are: Cost of sales, \$5,028,306, and net loss, \$435,257, and for 1920 are: Cost of sales, \$5,028,306, and net loss, \$435,257, and for 1920 are: Cost of sales, \$16,072,308, and net profit, \$646,022.

Made Chairman of Los Angeles Better Business Bureau

Elliot Hensel has been appointed chairman of the Better Business Bureau of the Los Angeles Advertising Club. He succeeds George Bellis, who has resigned.



Covering the Entire Industry

W 1TH a guaranteed distribution among the 50,000 restaurants that feed the nation, The American Restaurant DIGEST offers advertisers an opportunity of reaching the greatest market for food products in the world.

The American Restaurant DIGEST is sent monthly to 12,500 restaurants, reaching 50,000 every four months. Rotation of circulation guarantees reader interest, as well as lowest cost for blanket coverage. Its readers are the men who operate and buy in cafeterias, hotels, lunch rooms, tea rooms, etc. — wherever people eat. Thus you reach, at less than one-half cent each, buyers who represent millions of meals a month.

More agencies and national food accounts daily are seeing the tremendous market in the restaurant field and are profiting by our experience in it. Ask for our little booklet, "An Analysis of the Restaurant Industry."

PATTERSON PUBLISHING COMPANY 123 West Madison Street, Chicago, Ill.

Publishers of

The AMERICAN RESTAURANT Magazine (A. B. C.) and The American Restaurant DIGEST

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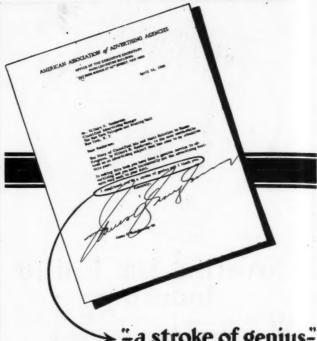
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- "-a stroke of genius"

The Story of Classified Ads, just published by The New York Telegram-Mail, is the first thing of its kind in history! A revelation historically, it is presented in fascinating story form to rival the most interesting fiction!

Eastern Representative DAN A. CARROLL 110 East Forty-second st. New York City

Western Representative
J. E. LUTZ
Tower Building Chicago, Ill.

A copy of this book will be sent FREE upon request.

The New York Telegram and EVENING MAIL 73 Dey Street, New York City, N. Y.

What's All the Shooting About?

Mrs. C. Oliver Iselin,

Mrs. C. C. Secretary,
512 Fifth Avenue,
New York City.
Mrs. W. L. Lawton,
Chairman,
5 Chester Street,
Glens Falls, N. Y.
Mrs. Mrs. W. L. Lawton,
Chairman,
5 Chester Street,
Glens Falls, N. Y.
Mrs. Harold Caparn,
Treasurer,
Street,

18 E. 41st Street, New York City.

NATIONAL COMMITTEE FOR RESTRICTION OF OUTDOOR ADVERTISING

Co-operating with Twelve National and Fifteen State Organizations

"We Urge That All Display Advertising Be Confined to Commercial Locations, Where It Will Not Injure Scenery, Civic Beauty or Residential Value"

April 19, 1924. Editor of PRINTERS' INK:

The issue of PRINTERS' INK for April 17 carried on pages 54-64 an article entitled "Is an Assault on Advertising Under Way?" in which you discuss the work of this Committee. We feel that you have been misinformed on certain important facts considered the committee and our camering this Committee and our camering this Committee and our camering the committee the committee that the committee the committee that the committee the committee that the committee that the committee the committee that the committee

tormed on certain important facts correcting this Committee and our campaign. We are sending you herewith a statement of our aims and methods, and we would greatly appreciate it if you would publish this statement in your issue of April 24, in order that

there may be no injustice to our cause.

After reading this statement you will see that the sequence is that we consider the newspapers and magazines de-sirable and legitimate means of convey-ing to the public advertising news. Also that we have no objections to the Poster Boards and the Painted Bulletins so long as they are in commercial locations.

NATIONAL COMMITTEE FOR RESTRICTION OF OUTDOOR ADVERTISING, Mrs. W. L. LAWTON, Chairman.

In the statement, referred to above by Mrs. Lawton, which is signed by her and four other members of the committee, the following comments are offered:

First: This Committee is not opposing and has no intention of opposing,

ing and has no intention of opposing, now or in the future, newspaper advertising, magazine advertising, advertising by car cards or direct mail.

We oppose one form of advertising only, namely Outdoor advertising, and ONLY WHEN IT IS NOT IN COMMERCIAL LOCATIONS.

Second: We understand fully the distinction between the Poster Based and

tinction between the Poster Board and the Painted Bulletin. We are not opposed to either when in commercial locations. We are equally opposed to both when not so located.

Third: This campaign is not directed



Mr. Space Buyer

Among Mississippi newspapers, the Daily Herald-Biloxi and Gulfportranks 6th in circulation. The record of 4,352, reached in January 1924, shows a gain of 208 over the October average.

The Daily Herald steadily increases its circulation, not by artificial inducements, but by a constantly improving paper.

The Daily Herald's advertising columns are well worth the very moderate rate charged for space. Its readers are an unusually prosperous class of buyers.

THE 攀 DAILY HERALD Gulfport Mississippi Biloxi GEO. W. WILKES' SONS, Publishers

Sales Manager or Asst. Sales Manager

Now in New York as assistant sales manager for nationally known concern personally handling largest accounts and assisting in the supervision of sales force. Have always been successful but circumstances make change necessary. Open May 1st for high-grade legitimate proposition.

Address "R." Box 46, care of Printers' Ink.

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by the General Federation of Women's Clubs. It is directed by the National Committee for Restriction of Outdoor Advertising, which is an independent body comprising over forty co-operating organizations of which one-third are national organizations.

Fourth: We have never reported that any national advertiser has cancelled "all outdoor advertising contracts." We have never asked them to take such action. We have urged them to confine all their display advertising to commercial locations where it will not injure scenic or civic beauty.

All of this being so, then why all of the fuss and bother?

Why the excitement? Why create large organizations for which money must be raised?

Why endeavor to turn loose on one advertising medium "over forty co-operating organizations" without thinking of not only the consequences to that one medium, but to all advertising?

Why, we ask, do all of this, when time, energy, and money can be saved by simple and direct action?

The letters from advertisers, published in the last issue of PRINTERS' INK, plainly show that no advertiser wishes to have his

signs or posters where they will interfere with scenic beauty.

If any lady knows of a sign which offends in this particular all she needs to do is to write direct to the advertiser and PRINTERS' INK is certain she will receive courteous and prompt attention for her complaint. But she should be sure to specify the exact location of the sign and just how it interferes with the landscape.

All of this being so, we ask in the name of confused advertisers and of a more confused public: "What's all the shooting about?"

—[Ed. PRINTERS* INK.

Frank X. Leyendecker Dead

Frank X. Leyendecker, artist and illustrator, died at his home at New Rochelle, N. Y., on April 19, at the age of forty-five. Mr. Leyendecker was a brother of Joseph C. Leyendecker, also well-known an artist and for his work in advertising art.

The advertising account of Agfa Products, Inc., New York, photographic roll films and film packs, has been placed with the Acorn Agency, Inc., also of that city. Rotogravure newspaper advertising will be used.

You Want Something Made? We Can Make It

A specialty metal working concern, which has manufactured and sold a line of products nationally for over forty years wants to get in touch with individuals and firms having ideas and articles to develop.

This firm has unusual facilities for die, tool, and model making with big stamping and assembling capacity. Can take an idea from sketches and blue-prints, carry through to completed article, and market, if desired.

Especially interested in articles that fit into the radio, electrical and auto accessories fields. Patented articles given preference.

Will buy ideas outright; will manufacture and market on royalty basis, or will manufacture on contract.

Here is an unusual opportunity for those who want their propositions developed by a concern operating an all-round metal working establishment, with a reputation for high skill.

Address "Metal Specialties," Box 130, Care of Printers' Ink

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Faco, Stock Home

Minnesota's Oldest Farm Paper

Announces 120,000 Circulation at 75c. a Line

To become effective September 1, 1924

This circulation has been carefully secured in the counties having the greatest agricultural wealth—where farm families are most prosperous—and gives advertisers coverage on the best market in the Northwest.

The Minnesota dairy and diversified crop and live-stock farmer is one of the most prosperous in America today. According to Government figures, the average income for each of the 178,478 farmers in Minnesota during 1923 was larger than the average farm income in such favorable agricultural states as Ohio, Pennsylvania, Wisconsin, Michigan, Indiana, Kansas, Oklahoma and Texas.

Farm Stock and Home carried 30% more commercial advertising during the first three months of 1924 than in 1923. This increase in lineage is evidence of increased buying power—the responsiveness of the territory and the ability of Farm Stock and Home to make sales in this market.

Faco. Stock-Boose

Whitford J. Boyce, Advertising Manager Minneapolis

A. H. Billingslea New York A. D. McKinney St. Louis J. C. Billingslea Chicago

SALES-MANAGER Very High-Grade Man Open for Engagement

Over twenty years' experience in general sales-management, training and directing of salesmen, personal big-calibre selling, sales-promotion and advertising-including successful marketing various drug-store and grocery specialties, public service and financial offerings and educational projects - and three years sales-manager one of largest apparel chain-store organizations. Thorough knowledge of advertising agency procedure and the printing business. Qualified in all particulars for that "big job." Address "K," Box 43. care of Printers' Ink.

I Know a Man

One of those extremely rare selfeducated fellows with only an elementary schooling who possesses a fine presence and a broad business and cultural background.

His poise, experience and ability have been developed in the school of life.

He is 32 years old. Began with manual labor at 14 and on May 1st is leaving a big nationally known company as District Sales Manager, where he has handled sales into millions.

On one problem previously he converted an investment loss of \$250,000 into a net profit of \$70,000 in seven months.

Now he is looking for another difficult sales problem to solve. Immediate compensation doesn't concern him, but he requires a share on increased sales and profits.

Nothing but a proposition with real, big possibilities would interest him.

Address "M.," Box 45, Printers' Ink

Do's and Don't's on Imprinted Dealer Literature

By A. A. Gray

DO not send any folders, imprinted or otherwise, to any dealer unless he asks for them.

When you send him a sample of the folder, sell him on the advantage of its use to him.

Provide him with a form upon which he may give you the exact information which is to be imprinted.

If he has a trade-marked form of address and has an electro that will fit in the space, urge him to let you use it instead of plain

Try to gauge his ability to use the literature and never send him more than a thirty-days' supply if you can make a good guess as to what he ought to use.

If possible, imprint the folders the day the request is received. If not write the dealer a letter or send him a card acknowledging the request, thank him for it, tell him that the folders will go forward promptly and see that they do.

When they go forward, send him a letter telling him they are on the way. If possible, tell him something of the experiences of other dealers in using these folders successfully. Quote extracts from testimonial letters.

Accompany the letter with a perfect sample of the imprinted folder.

Put this letter in a thirty-day tickler file and then write the dealer at the end of that time and ask him what he did with the folders, and if he would like to have you send him some more, or if you have produced a new folder or you have some other lines you believe he might be interested in, use this letter also to get him to use folders dealing with them.

From an address before the Engineering Advertisers Association at Chicago.

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The Boys' Magazine

A Six Months Comparison

Subscriptions received:

1922	2	1923		Gain
October	1,849	October	10,106	8,257
November	3,135	November	14,804	11,669
December	6,331	December	19,027	12,696
1923	-	1924		
January	5,863	January	12,662	6,799
February	4,360	February	15,218	10,858
March	3,827	March	22,238	18,411
	25,365		94,055	co co

Total gain for last six months 68,690

This large increase has been due to our advertising in 44 other magazines; to circularizing a portion of our list of 1,250,000 boys' names (these names were all sent to us by our subscribers); to our premium list (we do not give a boy a premium for his own subscription) and to other methods commonly used.

You cannot cover the boy field without

The Boys' Magazine

Print order for June

190,000

Copy sent immediately will catch the June issue.
Rate \$1.25 per line. Page rate \$850. 680 lines to the page.

The SCOTT F. REDFIELD CO., Inc. SMETHPORT, PA.

New York Office: T. R. Lyle, Mgr., 28 W. 44th St. (MEMBER A. B. C.)

22,886

The Total Net Paid circulation of the Lancaster, Pa., NEW ERA for the first three months of 1924 was 22,886 copies, average daily, as shown by the Publisher's Statement just released by the Audit Bureau of Circulations.

This is nearly as much circulation as the other two Lancaster newspapers combined.

The Evening NEW ERA now leads in Local Display Advertising, National Advertising and Classified Advertising.

Lancaster New Era

Lancaster's One Big Newspaper

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Handling Distribution by Zones

(Continued from page 6)

Manufacturers of bulky products or exceedingly fast-moving ones, may save storage by selling in pool cars almost exclusively.

"But the chances are," says an official of the Lever Brothers Company, "that they do not eliminate the warehouse even at that. It usually proves unsatisfactory in the extreme to consign a pool car to one of the jobbers or retailers who participates in the order. It is better to consign the car to the warehouse man, who notifies the various consignees to call and get their goods, making a fair charge for the distributing service."

There are modifications of the warehouse and pool-car method of distribution, such as giving one jobber the exclusive agency for a product and selling him in straight carloads. Probably most of the large manufacturing companies in the specialty class use all the methods named, although they may be principally identified with one or the other of them.

Outside of this spot stockkeeping and pool-car distributing feature, the warehouse man pops up in several other places. Sometimes a manufacturer finds himself delivering to a warehouse for a jobber or a retailer who carries his reserve stocks in the warehouse. Often the warehouse man gets a manufacturer's surplus at its source, generally in large lots and for a term comparatively long considering the turnover of the average distributing stock. He goes further back than that when he stores the raw material awaiting manufacture. On the whole, prominent producers regard the warehouse system as only second in importance to the transportation carriers themselves so far as the distribution of merchandise is concerned.

The big obstacle in the way of perfect distribution is that of expense. It might not be extraor-

dinarily difficult to devise a system of physical distribution whereby accessible retailers could have daily delivery service or get a special order through within the hour. But the matter of increase in selling expense looms high at this juncture.

"Sometimes," admits Charles Nelson Dodge, of the National Sugar Refining Company of New Jersey, "the cost of carrying stocks in all the markets of the country is burdensome. But we in the sugar business have found nevertheless, that it is absolutely essential to carry refined sugars in most of the large markets. The custom is of course of great value to the wholesaler because it enables him to obtain a moderate stock when he wants it and where he wants it. And, inasmuch as it is shipped in carloads to his market he gets the benefit of the carload rate.

During the last year especially, we have noticed the increased tendency of all buyers to keep a small inventory. They do not anticipate their orders except for a very brief period. In order to do this they must depend upon stocks carried by manufacturers whose products they can buy in The moment they local markets. depend upon movement by the carrier there is an intervening period which lessens the ability of the buyer to have on hand the amount of sugar necessary for his daily wants.

"Depending on the carrier is all right when you live 50 miles away from the point of production and even then it is not safe where there is great congestion or where the rail carrier is overburdened by unusual conditions. Our experience through a number of years makes us conclude that the retailer is brought nearer and nearer to the source of supply by the manufacturer's efforts to keep his stock within easy reach of the buyer. This means expense to the manufacturer, but it has been greatly to the advantage of the wholesaler and retailer.

The Cream of Wheat Company, with its fifty-four distribution points in the United States, only

Free Letter Analysis

purely psychological and theoretical dissection of one of your sales letters—made by expert letter writers. Send in a letter you're depending on for business. No obligation, of course.



EARLE A. BUCKLEY

Letter Analyst

133 So. 12th STREET, PHILA., PA.

We want an unusual

young man

He must be inquisitive. He must be interested in "how things work." In fact he must like to put things together and make them gs. If he happens to be an engineering graduate, so much the better, provided it hasn't dulled his curiosity. He must think so clearly about things that he can just naturally write about them in clear, understandable language—and he must be gifted with enough imagination to dramatize, to some fair degree, a dull object. These are the qualifications we are looking for in a man to join our Copy Department, because we handle largely technical accounts and give something more than average agency service. In filling this job, experience counts less than aptitude. We will more than satisfy, you on salary and opportunity—if you are the man. Write "H.," Box 41, care of Printers' Ink, 230 South Clark Street, Chicago, Ill.

nine of which are pool-car points, makes it possible for those customers using over 90 per cent of its output to receive their requirements within only a day or two. Warehouse stocks are carried in forty-five representative cities. In Chicago goods are carried in two different localities.

"Thus," says G. V. Thomson. secretary of the company, "we are equipped to give the great majority of our customers an opportunity to turn their Cream of Wheat stock from twenty-five to fifty times a year. As our minimum shipment is only five cases. even the smaller jobber can secure a very quick turnover if he wants to. In actual practice this opportunity is often neglected by the best iobber for some reason known to himself. Some of our customers order in small lots two or three times a week. Others order in large lots once a month, although there is no saving in price in so doing. We have taken unusual pains to provide our customers with the opportunity for quick turnover, but have done very little preaching on the sub-We believe the jobbers' own organizations are better fitted to give the trade good advice than we are."

The Bon Ami Company of New York is another important concern working to make it possible for retailers to order in small quantities.

"Quite some time ago," says J. A. Gerlin of that company, "we recognized that our customers could not attain satisfactory turnwithout our assistance. Consequently we reduced our minimum shipping quantity almost 50 per cent. The benefits of this decrease have been so evident to us and our customers that we are now seriously considering a further decrease in the minimum quantity which we will ship or sell.

"Our company was one of the very first to recognize the value of the public warehouse as a distribution medium. At first we employed only a few but soon doubled the number and at pres-

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Syracuse has a population that ranges high in wages—incomes—home ownership and intelligence. There are proportionately fewer hand-to-mouth and poor folks, fewer illiterates, fewer of the shiftless class than in most other large cities. And consequently the buyer percentage is higher, response to advertising quicker and more pronounced. Nearly every commodity manufacturer's sales statistics prove this conclusively.

These people of Syracuse are not fickle, not quick to abandon fixed institutions, nor change established customs, and yet in a comparatively few years they have by their votes of preference in a circulation way put the

Syracuse Journal

in the place of leadership in the afternoon field.

Its average net paid daily circulation for the six months ending March 31, 1924, was

42,103 Copies

No stunts—no schemes—no premiums—just an everlastingly good newspaper serving Syracuse and its territory faithfully and unselfishly.

The SYRACUSE JOURNAL has the largest evening circulation in Syracuse and Central New York.

THE JOHN BUDD COMPANY National Advertising Representatives

New York Chicago St. Louis Atlanta San Francisco Los Angeles Seattle

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Mr. Publisher

I have the following service to sell either wholly, or in part, to a select few magazines:

- 1. A high-priced Circulation Manager.
- 2. A high-grade Traveling Representative.
- 3. A Promotion Man in New York City and vicinity, who can get all the business.
- Cover display on 200 display boards in and around New York City.
- 5. Promotion Men covering 20 of the big cities.
- 6. A practical solution of your return problem.

Entire service under my personal supervision.

If interested address

"B," Box 184, Printers' Ink Stop following the rainbow.

TECHNICAL COPY WRITER (\$5000-\$7000)

We want a man who enjoys writing on subjects that most men consider dull; one who knows "how things work" even though he may lack an engineering degree; a man with successful agency experience. Don't apply if you're a floater, or job hunter, or if you have no actual samples of work done that prove you We want qualify as above. a young man (25-35) on his way to the top and whose only reason for changing is to join an agency that gives more service to clients and more opportunity to himself. Write fully, giving age, work done, salary desired, etc. Address "F," Box 35, care of P. I., 230 So. Clark St., Chicago.

ent are carrying thirty-five spot stocks throughout the country for the convenience of our customers. These stocks distributed advan-tageously throughout the United States and Canada enable us to give to our customers service we could not possibly give were all shipments made from our manu-When facturing plants. manufacturer places spot stocks within reach of his customers the jobber and retailer then can reduce their own stocks to a minimum as the spot stocks always insure prompt delivery."

The experiences of the Federal Match Corporation have convinced it that the primary selling essential from a manufacturer's standpoint is to have his product at all times adjacent to the point

of consumption.

"The industry," match savs E. C. Delgado, an executive of the corporation, "is one of the principal industries of the United States that uses the warehouse method in distributing its products. For that matter, a shipment forwarded to a large jobber on consignment is practically a warehousing proposition except that the manufacturer is not usually charged storage rates. A warehouse properly organized is practically a branch of the manufacturer's business, as through its services, the manufacturer can keep in close touch with his customers and exercise more care over the distribution of his product than is the case when the goods are shipped on consignment.

"It has been my experience. however, that a desire is gradually creeping into the minds of the larger manufacturers to endeavor to distribute so far as possible their own products, without recourse to the warehouse. are seeking to do this either through consignment, distributing through large jobbers able to store their merchandise or to use the pool car basis of distribution. That is, they will, through their traffic departments, subdivide the country into territories, having due regard to freight rates and then send pool cars to these sub-

Announcing

THE APPOINTMENT

of

Lorenzen & Thompson

Incorporated

Publishers Representatives

As our National Representatives

With Offices at

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Los Angeles San Fernando Bldg.

The Houston Dispatch

A Morning and Sunday Newspaper

"Going and Growing FASTER"

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Metropolitan NEWARK

with a population of more than

700,000

well-to-do, prosperous people presents a market of more than passing importance.

They can be reached most thoroughly and economically through the medium of the

Newark Evening News

Actual analysis shows that it is Home Delivered to eight out of every ten families in the territory it serves.

That Advertisers are keenly alive to this unique situation is attested by the following record of achievement.

Among the 1,500 six-day newspapers published in the United States, the NEWARK EVENING NEWS, during the year 1923, ranked as follows:

FIRST in Food Advertising; SECOND in National Advertising; THIRD in Automobile Advertising; THIRD in Classified Advertising; FIFTH in Total Advertising.

Newark Evening News

(Always Reaches Home)

Home Office, 215-221 Market Street, Newark, New Jersey

EUGENE W. FARRELL Business and Advertising Manager

O'MARA & ORMSBEE, Inc. General Advertising Representatives New York Chicago San Francisco FRANK C. TAYLOR New York Representative 320 Fifth Avenue divided territories, thus delivering the merchandise at a minimum cost.

"I do not mean by this that I do not have any antipathy to the warehousing industry in the United States. We use more than 130 of them throughout the country. But I do believe that if the warehouse men would only realize the power for good that they can be in the commercial world, they would get together and avoid the little pin pricks of red tape that are so irksome to the people they serve, and thus help expand the warehousing business."

In all this discussion of the turnover proposition manufacturers should realize that the principle means fully as much to them as it does to the retailer.

"In the fifty warehouse stocks we carry throughout the United States," says E. Wallace, of the Kellogg Company, manufacturer of Kellogg's toasted corn flakes, "we always try to carry comparatively small stocks. Our effort is to figure on not to exceed thirty days from the manufacturer to the consumer. In this way we always furnish the trade with fresh stock, and there is no chance of the goods deteriorating through age. It is essential, of course, that our cereals retain their freshness and crispness. But quite aside from this there is the turnover idea, in which we ourselves are personally interested.

"The outcome is decidedly beneficial to us—also to our jobbers and retailers—because most of them can be supplied with goods within twenty-four hours after the order is received. Where there are two or three jobbers in a town or locality we find it very advantageous also to ship through pool cars"

A similar problem is encountered by the Aunt Jemima Mills Company, maker of Aunt Jemima pancake flour and other items.

"We are constant exponents of the theory of turnover for ourselves, our jobbers and our retailers," says an Aunt Jemima official, "and we feel we have made some headway in solving

Announcement

P. H. TAYLOR

Sales Manager

of

The Cellucotton Products Company, manufacturers

KOTEX

announces his resignation.

This offers an opportunity to some concern in need of a sales executive.

Available May 1st.

20 So. Dearborn St. Chicago, Ill.

"Here is a good Advertising man for either an agency or manufacturer"—

Has had seven years of general advertising experience—all of them to his credit. First, with an agency then with a manufacturer and later, serving retail dealers with a direct advertising service.

Age 29 — Six footer — Married — American now earning \$4.500.

Address inquiries to his first employer,

DAVID C. THOMAS

Care of Lord & Thomas

Wrigley Building Chicago

WANTED!

Advertising Agency Executive

7ITH unusual copywriting ability, the ambition to be in business for himself and some capital and active accounts to match with my \$10,-000.00, a quarter of a million dollars in business and agency recognition. He can learn the details by giving full information about himself in strict confidence to "A," Box 190, care of Printers' Ink.

HIGHEST STANDARD EXECUTIVE SEEKS NEW CONNECTION

At present employed as General Manager of manufacturing establishment, but available on short notice, or at once.

Brief Synopsis

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Experience (Past 15 Years)

Sales Policies Advertising
Sales Promotion Finance
Sales Management Production
Morchandising General Manageme

A man of unusually broad experience coupled with the ability to work in a straight line, use common sense and produce results.

SALARY, FIRST YEAR, \$5200. Address "W," Box 49, Care of P. I. our problems in this respect. We are well pleased when the retailer's stock of our goods is small. In fact, we urge him to stock conservatively, and we offer the same advice to our jobbers. We have placed stocks at the principal jobbing points so that we can quickly supply additional orders.

"The cost of carrying spot stocks is heavy, and each manufacturer must decide to what extent he is justified in following this practice. But the big thing after all is to get the goods into the retailer's store on a basis that will enable him to realize on the turnover principle through carrying small stocks."

And then there comes the distribution of the strictly seasonable commodity or the one that must all be produced within a certain season. The canners must make ready for market their entire season's supply of any given article, whether it be fruit, vegetables or fish, at the season that it is available. In the case of a product that is more or less confined to one season such as playthings, there must either be a tremendous factory capacity to be operated for a brief time or there must be a more or less continual operation of a smaller factory and the accumulation of stocks.

"On about April 1," says V. O. Dodge, of the O. & W. Thum Company, of Grand Rapids, Mich., "there is one grand rush for our Tanglefoot sticky fly paper. The stock must be on hand in sufficient quantities to care for all orders from our customers, and it is up to us to see that our thirty-five warehouses have an ample supply for the delivery period.

"Our agents throughout the country, especially those in the Eastern States, book orders early in the spring for delivery about April 1. Many of our customers also order the greater part of their season's requirements to be shipped about the same time. This enables us to make shipments of pool cars to about twenty-five cities where we do not have warehouses.

"The carloads are consigned to reliable trucking firms for distri-

DEAN-HICKS COMPANY GRAND RAPIDS, MICHIGAN

Publisher of

Good Furniture Magazine

and originator of

Good Furniture Service

has secured the services of

EDWARD D. BERRY

as

Marketing Counsel and Director of Sales Service

with especial attention to the home furnishing industry

Intensive study of marketing problems, with constructive sales plans, based upon fundamental knowledge, is now available for manufacturers and dealers, particularly in developing the vast potential marker. Dean-Hicks Company feels certain that Mr. Berry's counsel in sales problems of every sort, especially the ones that seem difficult of solution, will prove valuable, and that it has thus made a definite advance in its endeavors to promote the industry.

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New England—An Ideal Territory To Concentrate on During 1924

More calls mean more sales. Here in New England, where cities and towns are closely meshed, it is possible for a sales force to make an unusual number of calls each day.

Picture the six New England states. Realize that your men can go from city to city and cover the entire territory in a short time and at a low cost.

There are no long jumps between calls. Railroads, trolley and bus systems and good roads enable salesmen to cover ground quickly. The greater portion of the salesman's day is spent in actual selling. Hotel and other expenses are greatly reduced, since your men can usually get back to headquarters every week.

Look into the cost of putting on a sales campaign in the fifteen live New England markets, backed with advertising in the leading newspaper in each center. You will find that the cost is no more than you would appropriate to capture one metropolitan market.

BROCKTON, MASS., ENTERPRISE Daily Circulation 22,789 P. O.—2c copy Population 70,000, with suburbs 100,000

MERIDEN, CONN., RECORD Net Paid Cir. 7,255 A. B. C.—3c copy Population 37,739, with suburbs 60,000

BURLINGTON, VT., FREE PRESS Daily Circulation 12,693 A. B. C. Population 22,779, with suburbs 40,000

FITCHBURG, MASS., SENTINEL Net Paid Circulation 11,410 P. O. Population 41,029, with suburbs 110,000

LYNN, MASS., ITEM
Daily Circulation 16,643 A.B.C.—2c copy
Population 99,198, with suburbs 125,000

NEW BEDFORD, MASS. & MERCURY Daily Circulation 32,425 A.B.C.—2c copy Population 121,217, with suburbs 160,000

SALEM, MASS., NEWS Daily Circulation 20,702 P. O. Population 43,697, with suburbs 150,000

SPRINGFIELD, MASS., UNION Daily Circulation 64,783 A.B.C.—2c copy Population 129,563, with suburbs 425,000 WORCESTER, MASS.
Daily Circulation 80,506 P. O.
Population 193,666, with suburbs 350,000
PAWTUCKET, R. I., TIMES
Net Paid Circulation 25,070 A. B. C.
Serves territory of 140,000

BRIDGEPORT, CONN. TELEGRAM Daily Circulation 46,730 A. B. C. Population 150,000, with suburbs 220,000 HARTFORD, CONN., TIMES Daily Circulation 45,229 A.B.C.—3c copy Population 138,036, with suburbs 373,000 NEW HAVEN, CONN., REGISTER Daily and Sunday Cir. 37,063 P. O. Population 165,000, with suburbs 225,000 NEW LONDON, CT., DAY (Brening) Daily Cir. over 10,829 A. B. C.—3c copy Population 25,688, with suburbs 60,000 PORTLAND, ME., EXPRESS Daily Circulation 28,400 P. O. Member A. B. C. Population 69,169, with suburbs 75,000

Member A. B. C. Population 69,169, with suburbs 75,000 EACH OF THE NEWSPAPERS here named is a power in its home community. bution. For instance, we ship a pool car to a trucking firm in Columbus, Ohio, and send them a list of orders showing the quantities of goods to be delivered in Columbus and other orders to be reshipped to nearby towns. This gives us advantage of carload rates, the reshipment to nearby towns representing only a nominal cost. This gives us a worth-while saving in freight."

The Beech-Nut Packing Company allows its representatives to forward orders direct to the warehouses where it carries reserve stocks. The only requirement is that the wholesaler through whom the retail order is sold shall be on the company's approved lists.

"This gives us much better service than it would be if the order first were sent to our main office at Canajoharie," says W. W. Barnes of that company. "We have the figures to show that salesmen covering certain territories where goods have been delivered from the warehouse have made larger gains in sales than those who were not thus served."

The whole thing, with many details yet to be worked out, resolves itself down to a proposition of producing, distributing and selling the goods on a basis that will give the maximum number of turns to everybody concerned in the transaction.

Edward S. Jordan, president of the Jordan Motor Car Company, states it very well in a prophecy of business conditions during 1924.

"Business is going to be good largely because everybody is afraid it is going to be bad," he says. "Consequently no one is overbuying, no one is overstocking, and from this day on I do not think anybody is going to over-produce."

New Canadian Publication for . Lumber Trade

Lumber News is the name of a new publication for the lumber trade which has been started at Montreal. The publishers are A. E. Whiting and G. W. N. Day who have formed a publishing business under the name of Eastern Canada Publications. Both Mr. Whiting and Mr. Day were formerly with the Industrial & Educational Press, Garden City, Que.

In Portland, Maine, and its immediate trading territory, the

"EVENING EXPRESS"

has the

Largest Circulation

Thousands of Portland Families take no other daily paper.

"Portland's only evening paper!"

"Portland's only three-cent paper!"

Its Portland circulation is equal to 15 out of every 16 homes.

"A Truly Remarkable Coverage"

The Sunday Telegram

Has Largest Sunday Circulation East of Boston

The Julius Mathews Special Agency Boston-New York-Detroit-Chicago

A big man wanted for a big job

One of our clients located in the Lehigh Valley, is in need of the services of a high-class sales and production executive. This man would take charge of the plant. The product is made mostly of small forgings and machined castings. would also be responsible for the initiative behind the sales effort. It is not necessary that he be personally a production expert. It is necessary that he know good shop practice well enough to find what needs improving, and human nature well enough to get it done. And it most certainly is necessary that he have a record as a sales executive. Remuneration will fit the man. Prefer man already located in the Lehigh Valley. Tell us about your experience.

Address "G," Box 189, Printers' Ink.

PRINTERS' INK

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TRIEFHONE: ASHLAND 6590, President and Secretary, J. I. Romer. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Illinois Merchants Bank Building, Douglas Taylor, Manager, Atlanta Office: 704 Walton Building, Geo. M. Kohn, Manager.

St. Louis Office: Syndicate Trust Building, A. D. McKinney, Manager.

San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager. Canadian Office: Lumsden Bldg., Toronto, H. M. TANDY, Manager.

Issued Thursdaya. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates; Page, \$100: half page, \$50; quarter page, \$25; one inch, minimum \$7.70.

Classified \$5 cents a line, Minimum order \$2.75

JOHN IRVING ROMER, Editor ROBERT W. PALMER, Managing Editor JOHN ALLEN MURPHY, Associate Editor ROY DICKINSON, Associate Editor ALBERT E. HAASE, News Editor

C. B. Larrabee
E. B. Weiss
Raiph Rockafellow
James H. Collins, Special Contributor

Chicago: G. A. Nichols
D. M. Hubbard
Washington: James True
London: Thomas Russell

NEW YORK, APRIL 24, 1924

The late F. W. Competition Woolworth once as Help to told a Printers' Achievement INK writer that if he were going to open a new store in Chicago he would like to have it as close as possible to the retail establishment of Marshall Field & Company. The owner of an independent variety store in a suburban town near Chicago tried for two years to get a lease on a store in the same block with Woolworth's establishment that town. He got it and moved in his goods. Why did Mr. Woolworth want

Why did Mr. Woolworth want to get close to the world's biggest retail store with a stock which compared to Field's, would be insignificant?

Why did the independent variety man move in next to Woolworth's whose assets were ten thousand times larger than his and try to sell the same class of goods?

The answer to both questions is that no concern is able to arrogate to itself all the benefits of its merchandising policy. The Field store, drawing thousands of customers downtown every day, including much of the so-called quality trade, actually creates business for all the other stores on the street. The closer they are to Marshall Field's the more of this reflected trade they are going to get.

The Woolworth company with its powerful merchandising policies stirs up more interest in variety goods than the Chicago suburb ever before experienced. The variety man was wise enough to realize this and to expose himself to Woolworth competition as a result.

On the other hand Field probably would benefit to a degree from having a Woolworth store next door and it is certain that Woolworth gained when the variety man moved in next to him. The harder the two smaller stores worked, the more they would accomplish for themselves and their big competitors. Also the more receptive they would be to the benefits their competitors could confer.

It all goes to show that business-creation and business-getting in any field is entirely too big a thing for one concern to handle alone. Community effort means more for everybody involved.

This great merchandising truth is responsible for much of the cordiality and co-operation that exists in American business today, in wide contrast to conditions of not so very many years Some of the most important business interests in the country, for example, give Printers' INK access to their sales and advertising policies. their manufacturing methods and many other things and consent to these valuable data being printed for the benefit of Their combusiness as a whole. petitors gain as a matter of course -and so have they gained and are gaining from facts and methods revealed by these competitors.

Beecl ing Cuda Cuda Jacob Jacob ing Georg mel Kre Co. John Co .. St. L pend ing Sulliva

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It is decidedly Net Profits worth while to and look over a state-Advertising ment of net Leadership profits of the great meat packers of America for the last few years. The National City Bank of New York City recently issued the following statement of the net profits of the more important packers:

	Net Profits (000's omitted)							
		1922						
Armour & Co		5,200						
Beech-Nut Pack-								
ing Co	1,526	1,937	2,014					
Cudahy Brothers	436	548	1,330					
Cudahy Packing			-,					
Co	*1,570	1,213	2,010					
Jacob E. Decker & Sons	6	173	435					
Jacob Dold Pack-								
ing Co	*1,415	*503	258					
George A. Hor-	245	749	910					
mel & Co Krey Packing	243	149	910					
Co	77	103	194					
John Morrell &								
Co., Ltd	712	1,995	1,164					
St. Louis Inde-								
pendent Pack-								
ing Co	628		669					
Sullivan Pack-			200					
ing Co	56	70	209					
Swift & Co	*7,812	13,049	13,185					
Wilson & Co	*8,462	*2,243	2,451					
* Deficit								

^{*} Deficit.

A look at these figures offers some interesting suggestions. is surely more than a matter of mere coincidence that the five companies, whose names are most familiar to the general public, are the five which lead in last year's

net profits. It is also interesting to note that not more than five of the leading meat packers of the country advertise on a sufficiently large scale to make the general public in all parts of the country familiar with their names. With such inspiring leadership as Armour, Swift, Wilson, Cudahy and Beech-Nut; it would seem that a great many of the other packers would by this time have followed suit. The total net sales of the four largest companies amounted to \$2,015,000,000. Of this the net profits showed a total of \$31,418,-000, or at the rate of 1.56 cents on each dollar of sales. proportion is far smaller than

most companies could afford to operate on.

Since the combined capital and surplus of the four leading companies at the beginning of the years was \$552,000,000, the profit represents an earning on investment of 5.69 per cent.

The packers thus show again the philosophy behind the companies which are big advertisers: a large volume of sales with a small profit on each sale. Mass methods of production and savings through careful utilization of by-products enable these concerns which lead in advertising to lead also in total earnings and in service to the greatest possible number of consumers. It is safe to assume that the profit on each unit of sale is less in the case of the advertising leaders than in the hundreds of packing concerns of smaller size, many of which make a very small advertising investment.

Advertising In looking over to Small tisements in the End of Horn Sunday newspapers, as is our invariable custom, we were impressed last week with the large number of high prices quoted. Prices running over \$100 were almost as common as prices in the lower units. In fact in some advertisements the number of higher figures predominated. In one department store advertisement, for instance, there were forty-three price quotations. Twenty-two of these prices ranged from \$100 to \$595.

Another department store, and it is not one of the top-notchers. quoted women's coats at \$95 to \$525 and women's dresses at from \$59.50 to \$295. In fact these Sunday advertisements, taking them as a whole, must have given readers the impression that the cost of living has taken another big jump upward. If a young man contemplating matrimony, should have seen those advertisements, it is likely that he would decide to take his chances on a breach of promise suit rather than risk the expenses of a married life. People in general must have

been scared by such price appeals.

Of course, not all the stores emphasized high prices. Those that did, have been bitten by this pernicious idea that the customer must always be traded up. Trading up is all right when it is not carried to extremes. But when carried to extremes, it defeats its own purpose. It promotes extravagance. It raises the standard of living beyond the ability of the average person to maintain it. It, thereby, causes discontent.

That is the long run effect of too much trading up. From the standpoint of the advertiser, the immediate effect is just as bad. In emphasizing high prices, the advertiser is shutting off the biggest end of his market. The store that plays up women's spring coats at \$525 and dresses at \$295 is appealing to only the 1 or 2 per cent of its market that can afford to pay such prices.

Quick
Adaptability
ning a campaign to popularize the information that Sunkist oranges are obtainable in various sizes.
We had about decided not to comment on this advertising, thinking that the idea back of it was not applicable to other lines.

On second thought, though, we see that the idea can be applied to a large number of industries. The exchange has always had the problem of getting people to appreciate the value of small-size oranges. Somehow or other the public has the notion that a Sunkist orange must necessarily be large. This is not true. Sunkist orange orange.

The problem of selling the smaller sizes is more urgent this year, because as the exchange advertises "Oranges are smaller this year because nature made them so." Much of this advertiser's current copy, therefore, stresses the size argument.

That, of course, is the obvious and common-sense way to deal with the problem. It is too bad that more advertisers who have an unpopular size or number or quality or style do not try to put across the unappreciated part of their line in a similarly straightforward manner. The packers could use the idea in letting the consumer know that chops are not the only part of the lamb that is edible and that steak is only a part of the delicious meat coming from beef. The women's apparel manufacturers could use the idea to let people know that a garment does not have to be six months ahead of a style to be desirable.

One of the best things about advertising is its adaptability. If the advertiser's needs or problems change, advertising can just as easily be made to serve him under the new conditions.

Salesmen
and Advertising—a
Good Team
be rendered to advertising would
be to get business men to appreciate that advertising and sales-

men are not in competition. Over and over again we have said and now reiterate that advertising is not intended to take the place of salesmen. The right kind of advertising always lightens the salesman's burdens. saves his time, it makes it easy for him to see his prospects. It enables him to concentrate on actual selling and keeps him from wasting his efforts in breaking down resistance due to the buyer's unfamiliarity with the proposition. Advertising makes it possible for the salesman to travel faster, to see more prospects and to make larger sales at a smaller

selling expense.

On the other hand, salesmen help advertising in various ways. They back it up and support it. Above all, they make it produce profitable results much quicker than if it had to fight its way single-handed and unaided by personal effort. There are a few notable exceptions to this, of course. Several advertisers have succeeded without salesmen. But after all their number is so comparatively few that the exception only emphasizes the rule.

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Newell-Emmett Company

Incorporated

Advertising . Merchandising Counsel

120 WEST THIRTY- SECOND STREET

New York

AN ADVERTISING AGENCY FOUNDED ON THE IDEA OF RENDERING SUPER-LATIVE SERVICE TO A SMALL NUMBER OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.
Johns-Manville Incorporated
Western Electric Co.
American Chicle Company

"NOT HOW MUCH, BUT HOW WELL"

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des

NRM



Republic Motor Truck Company individuals who read PRINTERS' INK MONTHLY:

NAME	TITLE	WEEKLY	MONTHLY
O. W. Hayes	President	Yes	Yes
E. E. Sieg	General Sales Manager	44	66
H. C. Riggle	Assistant Sales Manager	r "	64
I. L. Brownell	Advertising Manager	66	64
C. E. Gallagher	Sales Promotion	44	66

Information Furnished by the Republic Motor Truck Company

EXECUTIVE OFFICE

Auto Strop Safety Razor Co.

656 FIRST AVENUE NEW YORK, U.S.A.

March 31, 1924.

Mr. R.W. Palmer, Managing Editor, The Printers' Ink Publications, 185 Madison Avenue, City.

Dear Sir:

I know that you are always interested in learning just how extensively and how thoroughly Printers' Ink is read.

I am, therefore, pleased to advise you that in our organization we have several subscribers to the Weekly, and we receive one copy of the Monthly.

The Weekly is read and digested thoroughly by our Sales Manager, our Export Manager and our entire Advertising Department, including the writer who acts in the capacity of Advertising Manager. When special articles of particular interest to our President appear, the copy of that issue is called to his attention.

The Monthly Magazine is read and digested by the Advertising Department, and then passed along to the Sales and Export Departments.

I am frank to say that we gather a great deal of useful and valuable information from both publications.

Yours very truly,

AutoStrop Safety Razor Co.

N.K. Maas

NRM/MP.

The Little Schoolmaster's Classroom

WHEN a seller of merchandise inadvertently makes a misleading statement in his advertising or his product for some unaccountable reason does not measure up to the standard he has set for it what is he going to do?

Shall he frankly and openly admit his mistake, if it is a mistake, and offer full reparation? Or shall he correct what is wrong, say nothing about it, trust to good luck that all his trade may not know about the circumstances and then endeavor to square things by future good performance?

Questions of this kind, which frequently have been asked the Schoolmaster, are well answered by a recent experience of the R. M. Kellogg Company of Three Rivers, Mich., which has worked up a nation-wide business in selling strawberry plants through a catalogue.

Last year F. E. Beatty, president of the Kellogg company, bought what he thought was a wonderful everbearing strawberry plant from Harlow Rockhill, an experimental plant breeder in Iowa. The plant, which was originated in 1918, was lavishly advertised in the Kellogg catalogue as "the Rockhill \$50,000 Everbearer," and the claim was made that it had never failed to outclass all other varieties of plants, both as a spring and fall fruiter.

More than 6,000 Kellogg customers ordered the plant during the spring of 1923. For some unaccountable reason this high-bred strain reverted and did not prove true to type. A few customers wrote in saying that the plant did not fruit in the fall. Mr. Beatty immediately made an investigation and discovered the condition was general.

After he had learned the facts he wrote to all the customers who had purchased the "Rockhill" and offered to reimburse them either in plants of other varieties or to return their money.

His move cost him about \$40,000, but he went through with it. Most of the customers responded, about one-third asking for a refund. Everyone was satisfied completely. Some said they would keep the plants as probably results would come the next year. Mr. Beatty says the expressions in the thousands of letters he received "have greatly increased my faith in all humanity."

Instead of allowing the proposition to rest there, the company in its 1924 catalogue makes a detailed statement about the \$50,000 Everbearer, which proved such a grand fiasco. A letter is presented from the originator of the plant, saying neither he nor Mr. Beatty had any idea of the variety losing its everbearing character and that Mr. Beatty as the introducer and he as the originator feel deeply humiliated over the

whole matter.

There are times when common honesty, pursued to its utmost limit, may turn a near disaster into a real asset. Mr. Beatty's adjustment of this matter with his customers whom he imposed upon in utter good faith and his subsequent' frank handling of the whole incident in his catalogue might be termed an illuminating example of honesty in business. It is also the best kind of advertising. Honesty and good advertising mix like twin brothers.

A. R. Erskine, president of the Studebaker Corporation, tells the Schoolmaster that one reason for the popularity of the automobile is that it is the grown-up boy's plaything.

Every now and then in the columns of newspapers, in fiction and in other writing, women are quoted as saying that after all men are nothing but big boys. Mr. Erskine agrees with this and amplifies it by saying that the

Printing

To be misunderstood-

To be met with impatience, indifference To have our Printer tolerate us with the superior air of knowing what we ought to have, better than we do, who write the stuff, was my experience for 30 years. before I met Nathan Eibschutz, President of The Night and Day Press.

Now, for 15 years or more, Mr. Eibschutz has made my printing a Joy Patient, why he is as patient with me with me with me were "The Nervous Wreck." He advises me only when asked, never horns in. His jobs are ready on time,

any time, many times he has rushed Specials through in half a day.

And his prices are as low as I have

Grandfather WM. F. PETERS. found anywhere.

PETERS-BROS. RUBBER CO., INC. BROOKLYN

NEW YORK

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1on re a11

VS.

nd he THE NIGHT & DAY PRESS

175 Wooster Street - - New York City

Telephones: Spring 9321-9322

COPY WRITER WANTED

Who is Looking for Chance to Grow with Agency

This is our proposition: We are situated about five hours' ride south of New York in a city of approximately 450,000. There is room around this section for the development of a lot of new business. But in developing it we need a copy man who can "jump right in" and prove himself an all-round advertising man. The salary we will offer to start on is only moderate, but the right man will be able to produce the class of work that will enable us to grow and cause his salary to do likewise. He can grow with us and have chance to become "one of us."

We prefer a young man, 25 to 30 years old. If he has had agency experience, there will be that much in his favor. But he MUST be experienced. He must be a versatile writer, be able to develop complete advertising plans, and know some-thing about layout and direct mail.

Write us all about yourself-with full details of advertising experience, age and salary you want to grow on.

Address "S.," Box 47, care of Printers' Ink.

Publisher wants careful and experienced reader competent to judge merits of manu-scripts offered for book pub-Manuscripts reprelication. sent fiction only. Address Box P. Q. R., care Printers' Ink.

man who gets the most out of life, who lives the longest and is the happiest, is the one who never gets through playing-mixing in the proper quantities of work, of course.

When this play instinct dies out of the average man, Mr. Erskine says, then perhaps we can begin to talk about that long feared saturation point for the automobile. That day will not come. If men should quit playing it would be a tragedy for the nation's business quite aside from automobiles.

This same general idea is behind a new selling move started by L. R. Smith, president of the Columbia Motor Company, of Detroit. Mr. Smith says there is hardly a man living who would not like to experience the thrill and the sport of driving an automobile. Only about fifteen out of every 120 people in the country have purchased cars, leaving millions of people who can well afford to do so. Yet Mr. Smith believes a huge percentage of this number hesitate to purchase cars because of the fear of learning to drive. They dislike to start out as novices. Or they do not know the thrill that can come from handling the wheel and stepping on the gas.

Mr. Smith is going to encourage automobile salesmen to forget they are salesmen for the time being and to become driving instructors. Teach a man to drive a car, he declares, and you have a customer who will insist on buying one.

A Chicago member of the Class writes the Schoolmaster an interesting account of a conversation he had with an unusually successful men's furnishing goods retailer located in South Chicago near the steel-mill district.

"Why don't you move out to Wilson Avenue," the member of the Class asked him, "and start up a real store? With your ex-

I WANT A JOB IN THE MAIL SALES of a manufacturing, publishing or advertising ceneers. New York or vicinity. I've had four years experience covering the properties of the state promotes as the properties of the state of the sta

GIBBONS Knows CANA

MONTREAL

WINNIPEG



ON MAY FIRST, 1924
THE FIRM NAME OF THE
GENERAL ADVERTISING
AGENCY
J. T. H. MITCHELL, INC.
WILL BE CHANGED TO

LENNEN & MITCHELL

INCORPORATED

DUE TO THE ACQUIREMENT OF HALF INTEREST IN THE BUSINESS OF J. T. H. MITCHELL, INC., BY PHILIP W. LENNEN. THIS AGENCY WILL BE LOCATED AS HERETOFORE, AT 366 MADISON AVENUE, NEW YORK CITY.

J. T. H. MITCHELL
PRESIDENT, LENNEN & MITCHELL, INC.



Selective Personnel Service

INCORPORATED (Agency)

AN organization specializing in the selection of men and women qualified for positions of responsibility in the advertising, publishing, printing and allied industries: allied industries,

A service co-operating with advertising and merchandising organizations in securing capable executives of varied experience for their clients.

No Charge to Employers

30 East 42nd Street New York City

Telephone: Vanderbilt 8240



Published in CHICAGO

Member

READ wherever Lumber is cut or sold.

Vational Miller

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field. 630 W. Jackson Blvd. Chicago

MULTIGRAPH RIBBONS



Send 2 Ribbons to be Re-Inked at our expense W. SCOTT INGRAM, Inc. Dept. B, 67 West Broadway, New York City



perience, capital, ability and knowledge of what people want to buy you could make a barrel of Why stick money out there. around this dirty place down here and sell goods to steel-mill laborers?"

"Let me tell you something," the retailer replied. "Men who work in these mills down here may not be as stylish as those out on Wilson Avenue, but they make just as much money if not more. really big thing that causes me to stay here is that they do not know how to take care of their clothes. They may buy silk shirts, for example, and wear them to work in Where a man out on the mills. Wilson Avenue would buy one silk shirt these men down here will buy three or four simply because they wear them out faster. The same thing applies to practically everything a man wears.

"I stay here in this district because my customers are hard on their clothes, thus making it easy for me to sell about four times as much merchandise as I could in a more favored section of the city. The so-called laboring class is well worth catering to because of this destructive tendency."

The incident is another example of a selling principle the Schoolmaster has been urging upon manufacturers from a time long before his hair got gray. This is that it is impossible to know one's customers too well and that the more intimate the acquaintance is the better will be the sales record. This holds good whether the customer be the owner of a retail store, a high-salaried professional man or a worker in a steel mill.

Look back over the history of successful merchandising undertakings or exploits and you will find almost as many have been brought about through necessity or emergency requirements as have been caused by far-seeing

PAINTED OUTDOOR ADVERTISING

ERMANENCE AND

We own and maintain Painted Bulletins
h, 137 cities and
towns of Northern N.E.

COUNTRY THE MASS.

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To Presidents **General Managers**

Sales Executives

The purpose of this Service is to do for your salespeople what you would do for them yourself if time permitted. You know that they need constant training. Better salesmanship means bigger sales. Lean order books are the result of blunders in selling. But you can't devote your time to teaching and training. Your hours are filled with other duties.

There is a way, though, to give them the help they need, and save your time as well. Our original plan makes possible a Sales Bulletin to your representatives as often as you want it, and filled with practical selling ideas. All this is done without consuming your valuable time.

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Practical Assistance

Our SALES BULLETIN SERVICE comes to you monthly, with a wealth of experiences, stories, anecdotes, quotations and cartoons. Each one contains an actual selling idea that has been tested in practical experience, and can be applied to the work of your own sales-

Here are a few of the topics that have been covered in recent issues. What have been covered in recent issues. What would it be worth to you if your sales people had mastered them? When to Quote the Price; Working With Instead of At the Buyer; The "Sure Sale" Bigaboo; How to Handle the Bystander; When to Stop Talking; When to Bluff; How to Vary the Opening for Different Buyers; Overlooking the Obvious Things; Following Every Lead; Handling the Irate Buyer; Appealing to the Buyer's Own Interests; Getting the Facts, The Best Time to Sell, Exc., Etc., Etc.

This is not a "pep" Service. It has no "whoop-hurrah." It does not preach. It contains no essays by bright young men. The above subjects are typical

THE O. J. McCLURE ADVERTISING AGENCY

III West Monroe Street CHICAGO

of the Service. By our unique plan, the material is gathered from everywhere, but always from actual experience.

Unique Service

So far as we know, there is no other Sales Bulletin Service similar to it. It consists of six solid pages of typewritten consists of six solid pages of typewritten matter and six cartoons each month. It is the material out of which you make up your own Sales Bulletin, interspersing the desired "house" material about prices, new goods, testimonials, advertising, etc.

This requires no extra effort on your part, as the "house news" would have to go to your salespeople anyway. And the mechanical part is done on your duplicating machine by any handy boy or girl.

or girl.

Prominent Users

The list of users of this Service reads like a "Who's Who" of American industry. Many of the world's greatest corporations use our material regularly, because they recognize it as virtually a continuous course in practical salesman-ship, which is doubly effective because it is continuous and because it comes in a form so eagerly read and so easily understood.

Trivial Cost

The cost is trivial—less than 10 cents per day—no matter how many sales-people you have. For only \$36 you get the Service for a whole year—72 illustrations and approximately 36,000 words
—300 Selling Ideas.

Special Proposition

We want you to try this Service for thirty days without obligation. Mail the coupon. Then take thirty days to de-cide whether you want the Service regularly. Let it sell itself to you on its own merit. Mail the coupon now.

REMINDER COUPON

The O. J. McClure Advertising Agency 111 W. Monroe St., Chicago

All right, I will try your SERVICE, as offered, without obligation to me or my company. My name and title, with name and address of my company, are written in the margin, or on our letterhead.

PRINTERS' INK

for Sale

AN IDEA

To increase the sale of lumber. Long Bell or Weyerhaeuser can use it-so can the local lumber dealer.

One national or only one dealer in each town may have it. Write for particulars.

SALES PLANS

975 MONTFORD ROAD CLEVELAND HEIGHTS, OHIO

The HAVANA POST Covers CUBA

The 150,000 people who read English on the Island of Cuba, look to the Havana Post for their source of world information and what is offered in upto-date merchandise.

GEO, B. DAVID CO.

United States Representatives NEW YORK CHICAGO

Here He Is!

Somewhere in the Middle West is a progressive agency or manufacturer who is looking for a young man with a clean record and a pleasing personality-a young man of ideas and experience in sales and advertising, who can roll up his sleeves and consistently get results.

He is at present vice-president of a Southern agency which has just been taken over by other interests. His last campaign brought a 100%

sales increase in first two weeks; they

said it couldn't be done.

College trained; four years' experience in marketing field; Christian; 26 years of age; knows South and Middle West.

To get in touch with this man, address "N," Box 40, Printers' Ink.

enterprise. The Schoolmaster has previously referred to the concern expressed by the lumber and building material interests over the effect the autmobile business has had in preventing people from buying homes. A recent survey showed various lumbermen's associations in the Central West that where a family formerly aspired to own a home, it now is too often the case that they buy an automobile first and this often prevents them from even attempting to buy or build a home. The lumbermen have been agitating the subject for some time and have now concluded that the reason they have been falling down so much in home selling is to be seen mainly in their failure to cooperate on the financing end. * *

Most of the leading car manufacturers have financing plans making it easy for people to buy. On the other hand, financing the purchase of a home is difficult owing to the conservatism with which banks and other leaders of money handle the first and second mortgage propositions.

The Illinois Lumber Merchants' Association, in an effort to correct this condition, is organizing home owners' clubs throughout the State. The plan of organization is for local lumbermen and realty men in each town to form the clubs and to invite all aspiring home owners to be members.

OPPORTUNITY FOR ART SALESMAN

Successful commercial artist and layout man with an established cilentele is looking for a high-grade solicitor to act as central and and to conduct the state of the state of



TERING DECORATION and RALPH E. DEININGER

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The usual idea is for the club to work out some sort of a building and loan plan. This encourages people to pay in certain amounts per week until they have enough cash reserve to justify a loan for home-building purposes. This is much after the style of the plan the Ford Motor Company works in inducing people to pay in \$5 a weck against the down payment on a Ford car.

The home owners' club idea is taking hold rapidly and has convinced the lumber dealers that the home-owning instinct is present in nearly every person. All he needs is a little intelligent direction in making a start which he probably would not have the energy or initiative to make for himself.

In other words, the lumber interests are emulating the example of numerous progressive manufacturers and are creating a market for their product through making it possible for people to buy and pay for it.

Berger & Wirth Appoint W. A. Miles

William A. Miles has become general manager of Berger & Wirth, Inc., Brooklyn, N. Y., manufacturers of lithographic and printing inks. He formerly was vice-president and treasurer of the Outing Publishing Company and until recently was one of the owners of Yachting, New York.

A. H. Illsey with Imperial Life Assurance Company

A. H. Illsey, for many years advertising manager of the Dominion Oilloth & Linoleum Company, Montreal, has joined the Montreal sales staff of the Imperial Life Assurance Company of Canada.

Want More Sales?

A \$375 campaign of Mr. Schulze's produced \$65,000 cash business for a New England client.

Edward H. Schulze, Inc.

Direct Mail Advertising
Woolworth Building New York



Offset Gravure

Illustrated Printing

351 West 52nd Street New York



CANADIAN ADVERTISING
CALL IN
SMITH, DENNE & MOORE
TORONTO Lumaden Didg., MONTREAL 275 Craig St.W.

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost fifty-five cents a line for each insertion. No order accepted for less than two dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Printing Machinery and Supplies

New or Pre-Used
Printers' Complete Outfitters
Conner, Fendler & Co., New York City

PERIODICALS, PUBLICATIONS, Etc., of all kinds. First-class work; real service; country prices. For samples of work see The Hat Industry, 392 Broadway, or Shoe Findings, 200 Broadway, New York. Also others. Two hours (67 miles) from New York. STRYKER PRESS, Washington, N. J. Phone 100. STRYKER

Latest type Multigraph Junior, com-plete outhit costing \$185.00, with print-ing attachment. Going to larger equipment, Will sacrifice for half price and guarantee first-class condition. Box 567, Printers' Ink.

Ask for your copy of our Bulletin at your home address. Dibble Company, 345 Madison Ave., New York City.

Chicago Representation

Special agency specializing in trade papers can handle additional publication in Chicago territory. Intensive personal solicitation. Highest references from publish ers now represented. Present papers all A. B. C. publications. Commission basis. Box 587, Printers' Ink, Chicago Office.

POWER MULTIGRAPH—Serial No. 15,000, No. 36, automatic feed, printer's ink attachment, complete Flexotype, 6-drawer Multigraph cabinet filled with type. Outfit guaranteed in perfect condi-tion. Price, \$350 F.O.B. New York City. POWER GRAPHOTYPE—Serial No. 3815, upper and lower case, used only three months. Price, \$300 F.O.B. New York City.

E. SCHROEDER
799 Broadway, New York City
Phone Stuyvesant 9650

FOR SALE Addressograph Equipment—Complete Publisher's Outfit

30 Steel Cabinets-18-tray capacity. 600 Trays for above. 70,000 Model B Frames (shifting tab).

2 U.G. Graphotypes (power). 2 3-A Automatic Addressographs. 3 F-1 B Addressographs. Lot of spare parts and accessories for

All equipment in perfect running order. 110-Volt D.C. Motors on all machines. FAIRCHILD PRESS, INC.

8 East 13th Street, New York City

YOUR GAIN

We offer you at a substantial saving, subject to prior sale, fifteen dictating and fifteen transcribing Dictaphones. All machines are practically new and will be delivered in first-class condition. The occasion for this sale is the reduction of capital investment in surplus equipment. Department HWH, The J. R. Watkins Co., Winona, Minn.

HELP WANTED

Production Assistant—New York agency wants young man with knowledge of type, layouts and mechanical production. Ability to handle details of entire production department essential. Box 613, P. I.

WANTED—SALESMEN
We specialize in the manufacture of
Metal Tacker and Flange Signs, and can take on a few more salesmen, selling on commission only. Grimm Metal Sign Corporation, 700-02 South 18th Street, Corporation, 76 St. Louis, Mo.

TYPOGRAPHY

Wanted-young man who knows some-thing about type, printing and paper. Good taste, an interest in type, and some experience are essential. The job is that of assistant in the agency printing department, Write Box 602, Printers' Ink.

SALESMEN now covering Department Stores throughout United States can in-crease earnings selling a successfully established advertising service as a side-line, Write particulars of experience, present line, territory covered, etc. Com-nunications held in strict confidence. Box 601, Printers' Ink.

A high-grade printing establishment, now giving some advertising service to a number of its clients, wants to expand this feature of its business by securing the services of a good copy writer. Must be young, active and experienced. Give particulars as to experience, nationality, etc., to Box 597, Printers' Ink.

District Sales Representative Established, fast-growing Chicago manufacturer of printing machinery has field opening for effective, high-grade business

builder under 40. Increased responsibility and unusually interesting connection for right man, who should net over \$5,000. Salary and commission with expenses paid. A real, worthwhile opportunity for man whose record proves his fitness. Describe fully your age, experience, qualifications and give telephone number. Address Box 600, Printers' Ink, Chicago Office.

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good Visio oppo Prin Advertising Salesman and Executive can get up to sixth interest for eash in established house-organ business if he has ability to close contracts with high-grade retail merchants and help increase volume of this profitable business. Write or wire experience. Eddenroth Corporation, 6751 Sheridan Road, Chicago.

AGRESSIVE SIGN SALESMEN are offered an unusual opportunity by the manufacturers of the celebrated Stenpho Process Metal Signs in territories not now adequately covered. Stenpho Signs are made by a new process and are beyond competition. For particulars write The Stenpho Co., Dayton, Ohio.

Advertising Illustrator Wanted

Pen and ink man who can bring imagination into the Furniture field. Submit six reproductions of your work. Box 578, P. I.

One of the newer Radio magazines, a semi-monthly, wants a live advertising representative for New York and Chicago. Liberal straight commission basis. Fine opportunity for two men who can get the business. Please do not reply unless you have the experience and connections that will enable you to produce immediate results. Address at once. Box 586, Printers' Ink.

ARTISTS COPY WRITERS PLAN MEN

A Chicago Advertising Service needs men who can devote

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ALL or PART TIME. Advertising Managers of financial and general firms and newspapers can make money writing during their

SPARE TIME.
Confidential Arrangements with high-class men. Telephone Miller, State 2862, for appointment.

P.S. Sell your campaigns through us.

We want a PRINTING SALESMAN

who controls a good class of directmail trade. He will be backed by an advertising campaign and a good organization. A man with vision will see in this a rare opportunity.

Address particulars to Box 609, Printers' Ink. Orestive Printing Salesman by modernequipped printing plant. Only experienced man with practical knowledge of printing, who can plan, layout and sell complete campaigns need apply. Give experience, references and salary expected in first letter. Security Printing Co., 172 South Main St., Wilkes-Barre, Fa.

WANTED—Capable copy man, not over 40, a digger, with analytical and technical trend of mind for live advertising department 39 minutes from Pittsburgh. Principal work booklet copy. Permanent position and opportunity for right man. "Would-be's," "fogies" and "nuts" need not apply. Give qualifications, personals and salary. Box 605, Printers' Ink.

WANTED AT ONCE

Salesman to sell a new line of signs and novelties. Road and store displays that are unique. Every business a prospect. This should appeal to local sign painters who could also erect and inspect local signs along the road if desired. Write at once. State experience and give references. Address Box 589, Printers' Ink.

Advertising Man wanted in recognized New York agency. The man we have in mind must first of all be a seasoned advertising man, somewhere between 28 and 35, and must have a record of achievements back of him. He must be able to plan and execute advertising campaigns of both local and national scope. He must be a fairly capable copy writer and must have had some experience in contact work with clients. He must be a quick visualizer, and should be able to make fairly presentable rough layouts. To this man we offer a substantial proposition to start, and an excellent opportunity for the future. Replies will be held strictly confidential, but in order to receive attention, must give full details of experience, salary desired, and telephone number. Box 616. Printers' Ink.

MISCELLANEOUS

For Rent—Furnished—Summer Season Two bed rooms, living room, kitchen, bath, electric and gas, garage. 5 minutes to Lake Como station. 3 minues to Spring Lake golf links. 5-minute auto ride to ocean. \$450.00 for season. Just the place for one or two children, big yard. Must be seen to be appreciated. Address W. T. Seakel, Lake Como, N. J.

POSITIONS WANTED

WRITER (24) who knows production.
College training. Three years' sales promotion experience.
adaptability before accepting position.
\$30 (with future). Box 574, P. I.

MORE ADVERTISING

CLASS MAGAZINE

Some class magazines carry five or ten pages of advertising and deserve

thirty to 100 pages per issue.

Will contract to increase advertising for such a publication—and will possibly purchase an interest. Box 588, P. I.

Creative Artist with first-class agency and engraving training, ability to ex-cute and produce quality in the different media. Salary secondary consideration. Box 599, Printers' Ink.

Editor and Advertising Man seeks posi-tion as editor of house or dealers' maga-zine, or assistant to some live advertising manager. Exceptional copy and layouts. Worth interviewing. Box 580, P. I.

LINOTYPER with three machines and assortment of type faces desires to combine with live Publisher, Printer or Monotyper or space with same. Address Box 594, care Printers' Ink.

Free-Lance Copy Writer
Good, sensible advertisements with power
behind them. An interview will reveal
my qualifications. Will consider part-time
proposition. Box 614, Printers' Ink.

Secretary-Stenographer - Experienced, college graduate wishes position with editor, publicity man, advertising house, where literary talent can be utilized; sal-ary secondary to possibilities. Box 579, P. I.

Young man, age 19, with a four-year general agency experience in the checking, forwarding and production department, desires connection with an advertising agency, salary no object. Box 612, P. I.

FREE-LANCE Advertising man of wide experience, last four years in technical field, seeks whole or part-time work as copy writer or handling entire campaign. Box 584, P. I.

N. Y. Copy Writer

8 years copy chief big agencies and adv. mgr. Box 582, P. I.

YOUNG MAN, 27, university graduate, several years' advertising experience, knowledge copy, engraving, printing; good stenographer, seeks opportunity with agency or manufacturer. Box 592, P. I.

Secretary-Stenographer

Seven years present position, advertising line. Desires to make change. Salary, \$30-\$35. Box 603, Printers' Ink.

ADVERTISING

PRODUCTION MAN Practical, shop trained, can handle large volume of art, engraving, printing detail accurately; specialize in typography and layouts; thorough knowledge publication requirements; 8 years' agency and catalogue experience. Box 596, Printers' Ink.

Wanted SEATTLE TERRITORY By

a Salesman—one that works, sells and builds up; one that knows and gives service. I have a National selling experience (12 years) and proven Executive Ability. A clean record, excellent credentials and personality you will like. Seek substantial connections only. Reason: Am about through Coast-to-Coast traveling. traveling.

Have you "the goods" for and the desire to grow in the Northwest? Commission arrangement preferred. Box 573, P. I.

SALESMAN experienced in advertising desires connection as representative of high-class advertising proposition in Cincinnati territory. Age 26. University education. Box 606, Printers' Ink.

Industrial Advertising Man with 3 years' experience. Knows layouts, direct mail and house-organs. Writes good, forceful and house-organs. Writes good, forceful English. College engineering graduate. Wants opportunity with responsibility. Box 577, Printers' Ink.

Circulation Woman—Manager or assistant. Specialist agency promotion, national publications. Experience: newspaper and magazine promotion, fulfilment, agency and direct. Advertising copy writing. Box 610, Printers' Ink.

EXECUTIVE who can train and direct an organization and who can create and an organization and who can execute merchandising policies is available for permanent location with a sound progressive organization. Communicate progressive organization. C with box 583, Printers' Ink.

Assistant Account Executive—Space Buyer—Over 16 years' general agency experience. Full understanding of agency practice and routine, knowledge mechani-cal, production and forwarding; 31 years; married. Box 598, Printers' Ink.

Advertising Solicitor—broad, varied ex-perience; reliable, successful worker; good contact acquaintance agencies, advertisers, New York City and Eastern territoryseeks engagement. Opportunity main consideration. Best references. Box 607, P. I.

Advertising Man

Possessing ten years' varied experience obtained with agency, publication and as manager seeks connection with a future. Samples of work and proof of ability supplied. Age 35; married. Box 585, P. L.

COPY and COUNSEL Specialist in Direct-Mail Service to printers and agencies. Experienced House organ Editor and writer of trade articles. Now working on fee basis, Consider permanent connection if job is big enough. Box 572, Printers' Ink.

PRINTING

Salesman or Executive

Young man, thirty. Has successfully sold printing for many years and has managed plant of medium size. Knows estimating. Box 576, Printers' Ink.

Business Paper Copy Man

seeks broader opportunities. Now employed writing copy and assisting the manager of the service department of a leading A. B. C. business paper. Over two years' experience in present capacity. Would prove valuable in industrial copy department of agency, in advertising department of business-paper advertiser, or as succeid copy writer or organizer of

partment of business-paper advertiser, or as special copy writer or organizer of service department for a business paper. Sample campaigns available for exami-nation. References from clients as well as employers. New York, Philadelphia or Boston location. Box 575, Printers' Isk.

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ADVERTISING SOLICITOR (now employed as advertising manager) wants new connection, Western territory; can offer experience, ability, ideas, best ref-ences and 100% "Pep." Box 570, P. I. wishes to rebuild trade-paper in need of ideas or modern methods. Unusual experience in trade-paper editing and extensive training in merchandising. Graduate mechanical engineer, age 33. Box 611, Printers' Ink.

Advertising Artist looking for an organization where he can direct and execute their art work, ex-perienced in all mediums. Thorough knowledge of mechanical requirements. Box 568, Printers' Ink.

IDEA MAN

Also creates layouts and writes copy.
Six years' experience with more than ten important products. Age 34. \$3,600. Box 593, Printers' Ink.

Printers, Advertising Agencies

Practical printer, 29, now production manager of printing plant in East, layout man, estimator and general office man, desires interview with printer or adver-tiser. \$60. Box 595, Printers' Ink.

EDITOR

experience in magazine and trade-paper work, as well as newspaper, now on morning newspaper in New York, and with daytime free, wants house-organ or trade publication to edit as side-line. Side-line salary. Box 615, Printers' Ink.

PRODUCTION MAN

Thoroughly understands paper, printing, artwork, engraving, typography, their relative values typography, their relative values and sources supply. Capable systematizer. Dependable. Protestant, 34, married. Box 571, P. I.

Advertising Solicitor of unusual business paper experience seeks new connection. Intimate knowledge of Textile-Apparel business. Capable of adapting self to sale of national or class media with business circulation. Would consider commission basis of compensation with drawing ac-count of not less than \$6,000 or equiva-lent salary proposition. Box 591, P. I.

Energetic Man

of 43, American, Christian, un-married, open for engagement after May 15th, experienced sales promotion and advertising executive, accustomed to negotiation, resourceful, adaptable and considered tactful. Unusually broad training in general business or-ganization. F. M., P. O. Box 44, Grand Central Station, New York.

Technically trained university graduate in chemistry, age 25, single, with technical and commercial experience including laboratory, plant, sales and production work; some knowledge of accounting and industrial management, desires a connecpreferably as technical assistant in purchasing, production or sales department of an organization where above qualifications would fit. Box 604, P. I. WE CONNECT THE WIRES

OVER TWENTY YEARS WO have conducted a service bureau for employers and position seekers in the Advertising-Publishing field. Our lists include men and women fitted for positions up to the highest responsibility in advertising, publicity and sales depart-ments of trade journals, agencies, mercantile and manufacturing concerns. Registration free; no charge to employers.

FERNALD'S EXCHANGE, INC. THIRD NAT'L B'LO'S. SPRINGFIELD. MASS

Assistant to Sales Manager or Executive. Rare opportunity to secure assistant of unusual ability, education and person-ality; a trained, forceful correspondent, experienced salesman and stenographer, with knowledge of advertising.

Now selling for large corporation.

Box 590, Printers' Ink.

NEW YORK COPY WRITER with comprehensive large agency experience production, plans, contact-seeks genuine opportunity to grow with substantial, aggressive out-of-town agency. Now and past 4½ years with a leading national agency. Would be a real asset to some agency. Would be a real asset live, forward-looking organization. College graduate; American; 31; engaging, energetic personality. Box 581, F. I.

COPY WRITER AND VISUALIZER
Full Time or Piece Work
Formerly with Ruthrauff & Ryan, McCann Company, American Lithe Company writing complete copy, creating
layouts, illustration "roughs," typographical appearance, art direction for
many national, mail-order, and directmail campaigns, some winning convention
prizes, others discussed in Printers' Ink
Monthly. A Wonfor, 135 South 11th
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